



Lancashire Sport Partnership Volunteer Strategy 2010-2012



To inspire people and places in Lancashire to reach their full potential through sport and physical activity

Foreword

Our experience in Lancashire is that people across the County want to volunteer. They want to give their time and energy to help other people and to make Lancashire a strong and trusting community. Every year around 1 in 5 people in Lancashire are actively involved in some kind of volunteering. Of these volunteers, over 60% volunteer in sport; in providing coaching, mentoring and enabling the organisations that underpin community sport to operate successfully as part of management boards and committees. These people and their organisations are the bedrock of our sporting success and are fundamental to the development of our elite and Olympic athletes.

Across Lancashire our club database has records of over 2000 sports clubs; the vast majority are run entirely by volunteers, supported by over 6000 coaches. We know that we have a two-fold challenge for our volunteers; to increase the capacity of the clubs and coaches to improve levels of participation in sport and secondly, to improve the quality of the coaching and club experience for those participants to improve life long inclusion and retention in clubs and support the best to become better. Our Lancashire Sport Partnership Strategy (2009 - 12) places some significant targets on us to meet these challenges and provide a legacy for the 2012 Olympic Games in Lancashire.

Without more volunteers and volunteers delivering a higher quality level of service, we as Lancashire Sport Partnership, will not achieve our core aim of increasing participation.

Lancashire Sport Partnership is prioritising volunteering and coach development in its Strategy; during 2009, we secured external funding to enable over 1000 new volunteers to come into sports volunteering, many of them from disadvantaged and under represented backgrounds. These new volunteers and existing community volunteers accessed over 800 coaching and skills development courses, enabled through funding secured by the Partnership, working with National Governing Bodies, training providers and Local Authorities. This package of support for new and existing volunteers created over 40,000 additional sports volunteering hours in the community.

But there are challenges for volunteering in sport. Many people who want to volunteer don't know how to start and when they get started, are not clear how to progress. Many people have never been asked to volunteer or they lack the confidence to make the first approach. There is a big opportunity gap in volunteering with fewer people volunteering from less affluent households.

There are also challenges for sports volunteering involving grassroots clubs right through to larger partner organisations. It is often hard to find the resources to support and develop volunteers properly and make sure volunteering is really inclusive. There is a sea of red tape to navigate to make sure volunteers are involved safely and legally.

This piece of work, built on the direct experience of volunteers and partners delivering sport across the County, is the first Lancashire Sport Volunteering Strategy. It provides a framework of actions to rise to these challenges and build and strengthen volunteering in Lancashire. It was developed through consultation undertaken by Lancashire Sport working with grassroots volunteers, partner organisations and coaches.

We know that this Strategy is ambitious in its aims. It calls on all partners in the public, private and voluntary sectors to commit to it, to resource and implement it in order to make a real difference to sports volunteering and development in Lancashire.

I would urge you to share this document with your club, Governing Body or employing organisation to seek their support and endorsement to truly engage in volunteering and volunteer development in Lancashire and join us in a cross County drive to increase participation in sport through volunteering.

A handwritten signature in black ink, appearing to read 'A. Leather', written in a cursive style.

Adrian Leather

Chief Executive Lancashire Sport Partnership

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1.0 Introduction

This Strategy has been developed by Lancashire Sport Partnership (LSP), alongside a number of partners, in order to demonstrate the County Sport Partnership's (CSP's) commitment to recognising the importance of sports volunteering to increase participation in sport and physical activity. As addressed in the Forward, there are challenges with ensuring this Strategy is implemented, but in the current climate volunteering is critical to ensure the delivery of sport and physical activity. The Big Society concept highlights this, by encouraging people to take an active role in their community through volunteering. There has never been a more appropriate and pertinent time to drive the volunteering agenda in sport.

1.1 Why was the Strategy produced?

This Strategy has been produced to highlight the importance of volunteering to the wider community and to provide clear guidance of the support which is available to volunteers. Lancashire Sport Partnership are highly committed to ensuring that sports volunteers are well supported and the profile of volunteering is enhanced, as sport certainly would not exist without them! In addition to that, as mentioned later in section 4, there is no clear guidance for sports volunteering at a strategic level. As current regional leads for volunteering, Lancashire Sport Partnership believe that there needs to be this direction and vision for volunteering in order to start addressing the issues and barriers people face, whether they are actively engaged or not. LSP provides a range of services to a number of partners to develop volunteering within the county such as leadership, brokerage, marketing and promotion and also the opportunity to disseminate and share best practice. The CSP has therefore led the work on developing this Strategy whilst consulting with clubs, National Governing Bodies (NGB's), Local Authorities (LA's), School Sport Partnerships (SSP's) and the third sector in order to create a clear action plan which highlights the means in which issues related to sports volunteering will be addressed. These issues are underlined in the gap analysis section of each priority in section 7.0.

1.2 What did the process involve?

Lancashire Sport Partnership has facilitated three consultation workshops across Lancashire, to enable one-to-one discussions on hot topics within sports volunteering. Key areas of work were highlighted as a result of this consultation which provided an insight into issues 'on the ground' such as helping to identify where the 'need' is and common barriers to volunteering and methods of overcoming these issues. In addition to the consultation, two surveys were produced and disseminated amongst a wide network for response. It has helped to uncover, even further, the best structures that need to be introduced to overcome barriers and issues for volunteer-involved organisations and volunteers themselves. Finally, a draft was produced and presented to a group of representatives from wider organisations within the public and third sector for volunteering for final consultation. An example of the findings from these sessions have been to provide support for those who are 25 years old and above and volunteering in Lancashire, support for those not living in a deprived area of the County, potential Volunteer Co-ordinators in clubs and would therefore be in need of training and to highlight the 2012 opportunities for any volunteer. It is vital that the CSP must continue to engage with a range of new and existing partners, in order to action these findings.

1.3 What is the context for Sports Volunteering at a Strategic Level?

LSP understands that volunteering provides a catalyst for getting people into learning, education, vocational training and employment in their community or workplace. Sport, as a sector, is seen as the biggest contributor to volunteering as currently 26% of volunteers state sport as their main area of interest and two million sports volunteers contribute at least one hour a week, which is the equivalent to 80,000 full time employees (Sport England (SE), 2010). It is therefore vital that this strategy is seen as a working document for anyone involved in sports volunteering to access, understand and contribute towards.

LSP supports one of the largest and most complex county partnership structures in the Country with 12 District Councils, Lancashire County Council and the Unitary Authorities of Blackburn with Darwen and Blackpool Borough Council. These partners and many others with a vested interest in sport and physical activity have created the

Lancashire Sport and Physical Activity Strategy 2009 – 2012, which has four key outcomes. Volunteering features in the third outcome, to develop a high quality network of clubs, coaches, pathways, volunteers, and facilities. A particular emphasis in the strategy is adult volunteering and this Volunteer Strategy will seek to address some of the issues and challenges in attracting, retaining and developing adult volunteers. The CSP is aware that other organisations such as NGB's, Primary Care Trust's (PCT's), LA's, SSP's and Sport England may have a Volunteer Strategy or plan and so the action plan of this strategy will be flexible to adopt relevant actions of other strategies or plans which will be fed through the CSP.

In terms of the Third Sector, traditionally links into sports volunteering have been quite weak. This strategy cannot be delivered in isolation and therefore must be delivered with support from the wider Third sector, and so it details how this will be achieved through sharing best practice to avoid gaps in provision.

Context



2.0 International Context

According to a recent study of volunteering in the European Union, there are two main organisations which support volunteering worldwide; United Nations and Council of Europe. Both organisations have been championing volunteering on an international level and have impacted on the development of volunteering in different ways. The United Nations have been responsible for impacting on legislation, regulation and enhancing recognition of volunteering. For the latter, they established initiatives such as International Volunteer Day (5 December), International Year of Volunteers in 2001 and the National Year of the Volunteer in 2005. The recommendations from these initiatives highlighted the importance of the economic value of volunteering and boosting its visibility. There has been no mention of further initiatives to achieve this.

The Council of Europe is the more active of the two in the field of sports volunteering and has in more recent years supported the role of stewards as volunteers. Elsewhere, they have championed the importance of removing barriers to volunteering particularly amongst young people, though no clear plans of action have been mentioned to start to tackle this.

3.0 National Context

There are a number of National organisations that have influenced volunteering over the last decade. Firstly, Sport England has a role to fund organisations and projects that will **grow** and **sustain** participation in grassroots sport and create opportunities for people to **excel** at their chosen sport. This is achieved by working in partnership with CSP's and NGB's in order to increase the target of a year on year 1% increase in participation. In order to achieve this target, it will be critical to ensure that the sporting infrastructure, which includes volunteers, is robust.

Secondly, Volunteering England (VE) has played a key role in promoting and developing volunteering. Volunteers' Week (1-7 June) and Student Volunteering Week (22 – 28 February) are initiatives in which Volunteering England has played a part in promoting and raising awareness around volunteering. In recent years, due to the significant uptake in sports volunteering, VE have built closer working relationships with SE to promote best practice for improving volunteering infrastructures in sport. Their main emphasis is to build and strengthen the volunteering infrastructure through working with volunteer centre's, v-involved teams, national federated bodies and statutory agencies. The 'Building on Success Strategy', explained further on in this section, provides guidance on this which can be accessed via the VE website.

Thirdly, the Youth Sport Trust (YST) predominantly works within the school setting through the network of SSP's. The SSP's are key to ensuring that all young people have access to 3 hours high quality PE and sport, which ultimately contributes to the Governments target to provide young people with 5 hours of sport per week. The YST and Sport England have worked together to design volunteering programme's, such as Step into Sport (SiS), which aims to recruit and develop young volunteers in sport. CSP's help to coordinate programmes such as this with a particular emphasis on ensuring young people are provided with quality community volunteering opportunities. Leadership and volunteering contribute towards the 5 hour offer also known as the PE and Sport Strategy for Young People (PESSYP), if the young person is playing an active role whilst volunteering or leading a session. The CSP has developed a framework to mirror this document on a local level, as explained in section 5.0.

Finally, NGB's are the recognised organising bodies for individual sports and therefore have a great influence in shaping the volunteering infrastructure. They work with Sport

England to attract, support and retain volunteers and reduce the barriers as with all sports, volunteers are critical in order for sport to be delivered because most local sports clubs are run entirely by volunteers! Their main partners are their own clubs but they do rely on support from other organisations such as LA's, SSP's, and CSP's. Lancashire Sport Partnership has worked with a number of NGB's to help develop and deliver their volunteer programmes ensuring that the programmes are aligned to other national programmes such as V and SiS.

3.1 Influential Strategies

One of the main strategies which has led volunteering has been *Building on Success 2004-2014* by VE. This aims to increase the quantity and improve the quality of volunteering through developing the volunteering infrastructure. Through consultation with the voluntary and community sector, ten areas of work were identified to action over a ten year period. Awareness raising of volunteering, seeking funding to support volunteer managers and being a trail blazer for new ideas were a few, one of particular interest to this strategy is the aim to have a regional resource/infrastructure established by March 2009. This has been established in the North West (NW) and will be explained in more detail in section 4.0.

Another strategy which provided guidance to all sectors for a long-term vision for volunteering, led by the Commission on the Future of Volunteering in 2008 is the *Manifesto for Change* document. The recommendations of this document are summarised below:

- **Raising the profile of volunteering** at events and through employing volunteer champions working at a local level
- **Making volunteering open to all** through funding being made available to support volunteers, removing barriers such as CRB checks, risk management etc and providing employee supported volunteering to improve skill sets and benefit the community
- **Moderisation of volunteering** by creating and funding volunteer champion roles and re-evaluating the way in which organisation work and improving the effectiveness of their policies and processes.

- **Reward and recognition for volunteers and volunteering** through celebration events, certificates of achievements and involving volunteers in important decisions. But also by making volunteering more formal, it will be acknowledged as a more important part of an individual's career pathway.
- **Training** for people who manage volunteers and public sector staff who deal with volunteers on a day to day basis.
- **The Contribution from the Government** ensure a cabinet minister takes responsibility for volunteering and measures the Compact and the Volunteering Code of Practice. Also that there is an inspection of volunteer-involving organisations of their processes and ensure high quality services are being provided.

These recommendations promote best practice of processes which volunteer involving organisations should adhere to.

In addition to influential strategies, there are also a number of national programmes which the CSP are involved with in which volunteering plays a huge role in; to act as either as an exit route or help up-skill a person alongside gaining qualifications. These programmes are detailed in section 5.0.

4.0 Regional Profile

Historically, Sports Volunteering North West, an organisation which was unique to the region and country, acted as a regional not-for-profit organisation which aimed to be the leading voice for volunteering, increasing the quality and quantity of volunteers and making it accessible to all. Unfortunately, over the past six months the organisation has ceased operation. There is therefore no regional body for volunteering which has resulted in a large gap in the market; hence is no clear guidance or direction being provided to organisations trying to develop and improve volunteering.

In 2007, an audit was commissioned for the North West which looked into the skills needed within the sport, fitness and outdoors sector. Guidance was therefore provided around this within the Regional CSP Workforce Development Plan. Main points for consideration are that there is a significant shortfall of volunteers for organisations in terms of what they employ and what they need (particularly female volunteers), the volunteer workforce is generally older by 35 years than the paid workforce. Also, the most prominent jobs affected by skills gaps are coaches, admin staff and outdoor/activity instructors which could be plugged with appropriate training and a needs assessment. Interestingly, the identified barriers to volunteering were time pressures, attitude/motivation and skill set. Section 7.0 and the action plan addresses these barriers through a) promoting the 25th hour initiative (detailed in the Glossary), b) looking into employee volunteering c) promoting the variety of roles accessible to anyone and therefore the appropriate training to match those roles.

A North West England Volunteering Development Council (EVDC) has been established in 2006 in response to the Building on Success Strategy by VE, as detailed previously. This group “aims to capture the intelligence of a broad range of organisations in their region, all of whom share an interest in the future and quality of volunteering and whose combined voices can act as a powerful, coordinated lobby to steer government policy and community action” (VE website). VE currently fund the secretariat and chair role but the group is independent from any government structural steer, though any issues can be fed upwards through to the National Council in order to influence government policy. The NW group has the responsibility to lobby recommendations which seek financial support for improving the volunteer infrastructure, also to provide more supporting materials to other volunteer-involving

organisations and to look into supporting Black Asian and Minority Ethnic (BAME) organisations and building relationships with them to bridge the current gap. The latter is certainly a point for consideration for future work in Lancashire as there is also a current gap in opportunities and general support for these organisations.

Furthermore, through Higher Education Funding Council for England (HEFCE) funding and endorsed by the North West Development Agency (NWDA), a tracking system is going to be put in place for HE students to track their volunteering hours and activity. It is hoped to be a trail blazer for the region and so if successful, it could be rolled out to other regions across the country. This system will alleviate staff time and effort spent chasing information.

It is important to note at this stage that there is currently no national sports volunteer strategy nor a regional level strategy which is being implemented which would help steer the direction for CSP's. This ultimately means that the development of this strategy has started from a blank canvas and is looking to steer the future direction for sports volunteering in Lancashire.

4.1 North West 2012

The Olympic and Paralympic Games have the potential to make a significant contribution to inspiring and involving more people (especially young people) in the North West to volunteer in the lead up to, during and post 2012 Games time. Accountable to the LOCOG (London Organising Committee of the Olympic and Paralympic Games), the NWDA and Sport England, with regional partners, have established a steering group. This steering group helped develop the North West 'Be Inspired' Legacy Framework for 2012. A by-product of this Strategy has been the development of the North West Leadership and Volunteering Standards Framework which is being worked on by the Volunteering subgroup. This framework is still in the draft stages, but once it has been launched, it is critical to use the underpinning principles of this framework within the action plan of this Strategy to ensure 2012 is embedded to sustain a legacy, post 2012.

5.0 Lancashire Profile

The CSP has recently produced an information pack of data sets for each Sport and Physical Activity Alliance (SPAA), described in the Glossary, derived from a range of sources highlighting areas of strength and areas for improvement in performance. Volunteering features within this document, mainly pulling information from the PESSYP and the Active People Survey. The PESSYP data provides information for those aged 5-19 who are actively involved in sports volunteering and leadership during the academic year. In 2008/2009, against the National average of 19%, 16% of pupils within Lancashire engaged in sports volunteering and leadership. To assist with the tracking of volunteers, the CSP is working to populate a database for coaches, Coachweb, which has the function to track paid and voluntary coaches across the county and support them in their training and development.

The Active People Survey (described in the Glossary) has been measuring the levels of sport and physical activity since 2006. The latest figures show that across the categories of Age, Gender, Disability and Ethnicity, Lancashire is on par or above the national average for all of these with the exception of the number of 35-55 year olds volunteering is below the national average by 0.45% and similarly those with a limiting disability by 0.5%. Interestingly, non-white participation is currently at 4.5% compared to 3% nationally and 16-34 year old participation in volunteering is 7% compared to 5.35% at a national level. This therefore shows that generally volunteering in Lancashire is strong, and for the identified areas of 35-55 year olds and those with a limiting disability, these are potential focus areas as identified in the section 7.

In addition to the conclusion regarding the figures above, this can be supported by the range of agencies offering volunteering opportunities across all sectors; Volunteering Lancashire; Volunteer Centres; Lancashire County Council; Lancashire Sport and many more third sector organisations. As mentioned previously, Lancashire Sport Partnership are currently the regional lead on volunteering and aim to take this to a national level; as the CSP has the strongest offer and widest remit for volunteering. The CSP has therefore brought a significant amount of investment into the county by working with a range of partners to support and develop sports volunteering. Through this investment, the CSP employs two volunteer specific support officers and a part

time administrator to largely focus on supporting a number of volunteer centred programmes and subsidised training for volunteers and a Volunteer Lead who champions and develops sports volunteering across the county. There are numerous examples of how the CSP have brought in external funding to enhance the pathway for volunteering which is summarised below.

The CSP has been coordinating the **Step into Sport programme**, which offers young people aged between 11 and 19 the opportunity to develop leadership skills, undertake sport specific training and later on to potentially be selected to attend the Leadership Academy in their area. The Leadership Academy is essentially 'Leadership Club' designed to provide high quality, regular support, training and development for young people that are committed to actively volunteering within their school and/or community setting. The CSP has worked with the SSP's to train staff, promote relevant volunteering opportunities, signpost young people to further training and courses, heavily reward young volunteers and incentivise at hourly milestones. This is shown by over 500 young people who have participated in this programme last year.

Lancashire Sport partnership holds a part-time role as part of the Lancashire V-involved team in delivering the **V programme**, which is the national volunteering programme for young people aged 16-25. The CSP's role is two fold; broker young people into sports opportunities and to enhance the offer of these opportunities by working with a range of partners within the sport sector. Volunteers are recognised for achieving 50 and 150 hours of community volunteering. After the end of the second delivery year, the CSP have recruited and brokered 315 young people and created over 700 opportunities. Again, through partnership working, the CSP have been successful in delivering this programme and providing alternative opportunities for young people in sport.

Another programme which is coordinated through the CSP is **Developing Clubs through Developing People**. Jointly funded by SE and three Universities (UCLan, Edge Hill and University of Cumbria) this programme aims to up skill their students through accredited courses and volunteering. The identified students can access up to 70% subsidy off a Minimum Operating Standards course, Level 1, Level 2 accredited course and Officiating awards. In return, the student must volunteer a minimum of 15 hours within the community, which the CSP coordinates and brokers the students into the most appropriate setting. To date, the recruited students have achieved over

10,000 volunteering hours, attained 631 sports qualifications and 672 non sport qualifications and impacted on over 1400 participants. This programme has significantly strengthened the CSP's relationship with the HE sector as well as local clubs, schools, NGB's and sport development units which is the reasoning for the success and the fantastic outcomes to date.

Positive Futures is a national programme focussed on young people (10-19) who have a background of poor social behaviour, substance abuse or youth offending and need help to use their interest in sport, to encourage them to participate in positive/diversionary activities which will ultimately support them into community volunteering. In Lancashire, this programme is predominantly delivered across the East of the county which is renowned for the pockets of deprivation. With the recognition of the V programme, there have been over 160 young people continue into volunteering in some capacity. This success has been due to the support and encouragement offered from the CSP and the Project Coordinators.

Similarly, the CSP provide 'energisers' in sport for young people who are not in education, employment or training (NEET). **Ambassadors for the Future** offers 16-18 year olds the chance to undertake some leadership training or sports specific training with a view to progress into volunteering, return to education, access further training or ultimately find employment. The CSP has seen real success stories from this programme with over 150 young people attending the three day sessions and half have continued into further volunteering, training, education or employment. It is a great example of how offering sport volunteering as an exit route can re-engage young people into positive activities.

The CSP has been running a successful programme of subsidised training courses over the past two years, specifically aimed at supporting clubs working towards Clubmark. **Get the Basics** has allowed volunteers who are studying at an FE college or volunteering within a club setting to access this training for free through the Step into Sport programme. For community volunteers, they can access this training at a subsidised rate. Over the last two years over 1200 participants' have gained a qualification. Unfortunately the funding for this ends Summer 2010 though due to the uptake on the courses, the CSP is working to continue this type of arrangement for 2010-2011.

In June 2008, Lancashire and Cumbria CSP's were successful in attracting funding for anyone above 16 years old seeking to achieve their Level 1, 2 or 3 UKCC qualifications sport and outdoor qualifications. Since January 2010, the European Social Funded **North West Get Qualified programme** offers funding for coaches aiming to achieve sporting qualifications at Level 2 and 3, as well as outdoor and fitness qualifications.

Overall, the CSP has supported the recruitment of over 2,000 volunteers over the past year, mainly young people, whereby incentives are offered through subsidised training, sports kit, travel expenses and merchandise. As detailed above, there are a number of programmes which the CSP manages and supports each of which provides a different offer to a different audience. This broad offer is unique to Lancashire and unique across the country that a CSP has sought this level of investment for volunteering. An offer which is well received!

There is a clear delivery plan for Young People through the Leadership and Volunteering Plan which stems from the Lancashire framework and the National 5 hour offer. This plan sets out six key priorities to address within Leadership and Volunteering particularly for young people aged 16-19, one of which is to develop a Volunteer Strategy. The delivery of this plan is reliant upon the partnership network within Lancashire Sport Partnership. The plan is being monitored through the Lancashire Volunteer Leads Group, which currently comprises of a Volunteer Lead per Local Authority in order to ensure it is being effectively delivered against the timescales.

The CSP is aware that the focus of the majority of programmes is young people and therefore within the Lancashire Sport and Physical Activity Strategy 2009-2012 there is a target to increase the number of adults volunteering as this is an area which currently offers little support. This target will be addressed in section 7.0 to encourage more 'parents on the side line' and older people to take up volunteering not just to develop their skills and alleviate the workload of existing volunteers, but to enhance the offer of sport and physical activity for their local community.

5.1 Lancashire 2012

There is Lancashire Sport Partnership representation on the Lancashire 2012 Steering Group, which is made up of a range of partners working with or within the third sector. This group will be launching their Lancashire 2012 Strategy shortly, which includes a volunteering section detailing the support the group will offer to develop volunteering within the county, running up to and beyond 2012. This Volunteer Strategy will therefore be flexible in order to compliment the outcomes of the Lancashire 2012 Strategy and work together in achieving any actions which are common to both. In addition to this structure, both Edge Hill University and the University of Central Lancashire (UCLan) are members of the NW 2012 Olympic Consortium and UCLan have been successful hosting the Oceanic team. Edge Hill University will be offering their site as a potential training camp on behalf of the North West and will be involved with the Oceania project.

Over the next twelve months, there may be a number of camps across the county and the region which the CSP will be encouraging people to volunteer at. Although the Games is being held in London, the North West and Lancashire can still reap the benefits and feel part of this special occasion.

5.2 Funding Threats and Opportunities

It is inevitable that there will be a number of potential threats for sports volunteering which could be initiated over the timescale of this Strategy. It is therefore important that these are addressed in order to find potential opportunities from them to benefit volunteering or to start to prepare for them, as referenced in the Action Plan from the Gap Analysis.

As outlined above, Lancashire Sport Partnership has managed to successfully secure different funding sources to provide a range of volunteering packages – particularly for the under 25 age group. So a proposed threat will be that the funding for these projects will at risk over the next year.

An opportunity from this is the 2012 Games, which can be used as a hook to inspire these young people to participate in the inspired opportunities which have been created on the back of this. Although this is short term, the work LOCOG and the NW

2012 Groups is undertaking to ensure there is a sustainable legacy following 2012 will help sustain the participation of this age group in volunteering. The Personal Best Programme, detailed in the Glossary, can also be another hook for people to participate in volunteering with the incentive of a guaranteed interview for volunteering at the 2012 Games. Working with the providers of this project, in particular the Job Centres will be vital to sustain participation with this group.

With reference to the projects focussing on engaging with people from NEET backgrounds, it is important to continue to build the relationships with the current partners for example from the Ambassadors for the Future project, in order to highlight accessible volunteering opportunities to up-skill these people.

Lancashire Sport Partnership works with a number of different partners, and it is becoming increasingly more likely that there will be significant funding cuts across all the sectors.

By the CSP building stronger relationships with these partners such as Health, the Third sector, Skills Funding Agency, HE/FE and the private sector, there could be the opportunity for the CSP to help build a new workforce of trained and qualified volunteers to increase the capacity within their own settings.

As a result of spending cuts, there will certainly be pay cuts resulting in less disposable income for staff and therefore less chance that they will spend time working in a voluntary capacity.

As eluded to in section 7.2, Lancashire Sport Partnership will be researching the benefits of employee volunteering schemes learning from best practice from those already such as Diagio, KPMG and BT, to name but a few. Depending on the feedback, the CSP may look into piloting this with two organisations over the next two years. This encourages staff to participate in community volunteering for a nominated cause for a set amount of time, during work hours. If successful, this scheme could improve the quality and quantity of the volunteer workforce, countywide.

With the UK being known as working the longest hours across Europe, a threat to volunteering will be that paid staff may feel they do not have the spare time to volunteer.

As we edge closer to the 2012 Games, the profile of the 25th hour initiative will be enhanced and therefore the chance to be involved in a once in a lifetime opportunity; volunteering at the 2012 Games, may encourage people to participate in the inspired opportunities. The CSP's club database will be vital in this as a mechanism to signpost people into sports clubs as the profile of many sports which be heightened during the build up to the Games. Similarly, depending on the outcomes of the research into employee volunteering, some workplaces may instigate this with their staff.

Finally, there is likely to be an increase in tuition fees for those going to University. Most students will therefore need to find a part-time job and gaining experience through volunteering could potentially be further down their list of priorities.

The CSP help to build stronger links between the HE sector and other partners such as LA's, SSP's and NGB's who have priorities for sports volunteering to help produce and promote flexible volunteering opportunities. For example report writing for a club going through the re-accreditation process for ClubMark, designing a website for a provider who is struggling to recruit volunteers, helping to write up attendance registers for a delivery session. All of these opportunities are flexible and take into consideration a person's interest and abilities and can be completed at home or on campus. This opportunity doesn't necessarily have any cost implications; it is purely down to partnership working and an understanding of the different roles a person can access.

The Lancashire Strategic Group for Priority Three of Lancashire Sport Partnership's Strategy will take a lead on looking at this in more detail to ensure there is continued support for volunteering in the run up to 2012 and beyond.

Vision, Aims & Priorities



6.0 Vision, Aims, Objectives

Vision

“For Lancashire to be seen as the leading county for volunteering in sport in the country”

Overarching Aim

“To attract and retain volunteers in sport in Lancashire, through effective communication and the provision of a package of support, endorsed by new and existing partners, which will support the legacy of the 2012 Games”

Key Priorities

1. To research, develop and disseminate ‘best practice’ for sports volunteering.
2. To provide a quality recruitment and development package for volunteers and in particular adults for those 25 years old and over
3. To develop and communicate a clear volunteering pathway for sports volunteers in Lancashire, understood by all, which allows entry to the profession.
4. To review and implement a package of support to improve the recognition of adult volunteers in community sports clubs
5. To develop effective methods for tracking the progress of volunteers, particularly around training and development
6. To promote the opportunities offered by 2012 and maximise these to attract volunteers in Lancashire

7.0 Action Plan

7.1. To research, develop and disseminate 'best practice' for sports volunteering

Gap Analysis:

No 'one stop shop' for good practice information

Lack of communication to people on the ground regarding good practice from around the county

No coherent approach to volunteering

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.11 To ensure effective and coherent communication of information is disseminated across the network	Research and analyse work across the partnership to uncover the impact of current work and any key success factors Research other Good Practice manuals such as Volunteering Lancashire and Running Sports as reference material	Relevant information used and evidence produced Relevant information used	August 2010 September 2010	Used to help produce Good Practice Guide Referenced within Good Practice Guide	BW BW, AJ & MC	LVLG, NGB's, LSP core team Running Sports, Volunteering

7.12 To ensure there is an opportunity to network and share good practice between	Produce a Good Practice Information Pack which will provide guidance on each step of the volunteer pathway; Recruitment, Support, Recognition, Retention & Tracking Progress. Promote and market volunteering effectively through the website, e-bulletin and free newsletters particularly during Volunteer Week (1-7 June)	Good Practice Guide produced and disseminated 1000 hits on Volunteers Section of LSP website & recruit required levels of volunteers onto funded programmes	December 2010 June 2011	Members of LVLG to produce guidance for each stage and promote on LSP website Google analytics for LSP website & meet agreed target	BW, AJ & MC RW, AJ & MC	Lancashire, LVLG NGB, SSP's, LA's Local Press
	Organise an Annual Event or Networking Training whereby attendees can gather best practice information	Deliver one annual event	March 2011	Feedback forms from event	LVLG	SSP's, NGB's, LA's

organisations across the county involved in volunteering	Provide an opportunity to network to discuss sustainability of projects and posts		January 2012	Attendance register	LVLG	
7.13 To ensure that the Strategy is delivered through a partnership approach and sharing best practice	<p>LS to continue to chair or have representation at the LVLG</p> <p>LSP to continue to represent the CSP on the Volunteering Lancashire Group, a strategic Volunteering body.</p> <p>LSP to support the work of the Strategic Group for developing club, coaches, volunteer, pathways and facilities from priority 3 of the CSP's Strategy</p>	<p>Chair/provide representation at 4 meetings per annum</p> <p>Attend 6 per annum</p> <p>Organise 4 per annum</p>	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p>	<p>Minutes of Meetings</p> <p>Minutes of Meetings</p> <p>Minutes of Meetings</p>	<p>BW</p> <p>CR</p> <p>CR</p>	<p>LVLG</p> <p>Volunteer Centres, Third sector organisations</p> <p>LA, SSP, PCT</p>

LSP representative to sit on the NW England Volunteer Development Council (EVDC)	LSP Member on EVDC	December 2010	Minutes of Meetings	BW	EVDC & LVLG
LSP rep to sit on Lancashire 2012 Steering Group	LSP member on Lancashire 2012 Group	May 2010	Minutes of Meetings	AL	L2012G
LVLG to look into utilising the resource of FE or HE students to undertake relevant research work	Discussions taken place	Continuous	Minutes of Meetings	LVLG	UCLan, Edge Hill & Lancaster University, University of Cumbria & FE Colleges

7.2. To provide a quality recruitment and development package for volunteers and in particular adults for those 25 years old and over

Gap Analysis:

Lack of awareness of the different volunteering roles an organisation can promote

Lack of flexibility of roles and planning by organisations for volunteers with specific requirements i.e. set hours or specific working days.

Fear by organisations to hand over roles to a new volunteer

Need for improvement in the coordination of information

Knowing how best to find out a person's skill set and match them to an appropriate role

Gradually recruiting parents 'on the side line' into volunteering

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.21 Ensure that the guidance in the Good Practice pack contains information from a number of sources	Work with a number of new partners such as Volunteer Centres (VC's), Job Centre, Young People Service's (YPS)	7 new partners	August 2010	Referenced in the pack	BW, AJ & MC	VC's, Job Centres, YPS

7.22 Provide alternative methods for recruitment	Maintain an up to date recruitment section on the LSP website	1000 hits	Continuous	Google analytics for LSP website	AJ	LVLG, SSP, VC's.
	Research a variety of sources i.e. training, 'Media Trust' website etc to help promote opportunities on other provider recruitment websites e.g. www.do-it.org, social networking sites and organisations intranets	An additional 30 young people registered on volunteer programmes through alternative methods	Continuous	Method of registration on Volunteer Programmes	AJ	BW
	Utilise the local press and provide publicity material in various facility providers within the county	20 facility providers 10 local press articles	December 2010	Article featured in press and facility providers	LVLG	Media partners
	During Volunteers Week, LSP to publish information on recruitment in the local press	Press release featured in Lancashire Evening Telegraph and Post	June 2010	Article featured in LEP and LET	RW	Media partners

7.23 Encourage employee volunteering within the local community	<p>During Volunteers Week, Local Authority areas to promote and publicise a range of localised volunteering opportunities</p> <p>Establish better relationships with BAME organisations such as Sporting Equals, Lancashire Network for Minority Ethnic Women and Lancashire BME Pact to create a wider range of volunteering opportunities</p> <p>Establish stronger relationships with Disability Groups to provide a wider range of opportunities for this target group</p> <p>Research successful employee volunteer schemes and explore opportunities for joint working such as Natwest/RBS 'Business in the Community'</p>	100 opportunities on do-it.org	August 2010	Update on www.do-it.org website	AJ	LVLG
		<p>Contact HelpDirect Centres in each area</p> <p>1 new organisation attends or connected to the LVLG</p> <p>1 new organisation attends or connected to the LVLG</p> <p>2 Organisations interested in setting up a pilot scheme</p>	<p>September March 2011</p> <p>March 2011</p> <p>January 2011</p>	<p>Signposting adults onto opportunities</p> <p>Minutes of Meetings</p> <p>Minutes from Meetings</p>	<p>BW</p> <p>BW</p> <p>MS & BW</p> <p>AL</p>	<p>LVLG, LA's LVLG</p> <p>Lancashire Disability Forum</p> <p>L2012G, LSP Board</p>

	Establish an Employee Volunteering Scheme with one organisation within Lancashire	1 Organisation actively encouraging their staff to volunteer within the community	August 2011	Placement Provider feedback	AL	L2012G, LSP Board
7.24 To ensure networks are aware of different roles within sports volunteering and start to broker these roles.	To provide and disseminate clear guidance on what type of jobs there are available and how to produce a job description	Guidance is produced and disseminated to all partners	August 2010	Guidance on LSP website	BW	LSP, LVLG, NGB's
	Clear promotion of the need for alternative roles admin staff, I.T, marketing, event management, Volunteer Coordinator.	Produce 5 types of promotional material for these positions	September 2010	Uploaded onto LSP website	BW & JV	LA's, SSP's, PCT's, NGB's
	Ensure the roles are inclusive and flexible for under represented groups.	100 inclusive opportunities promoted through V & SiS programme	March 2011	Available on www.do-it.org	AJ & MS	LVLG
	LSP to remain up to date with developments for the Volunteering England pilot to broker better relationships between sports clubs and	LSP representative to attend EVDC meetings	Continuous	Minutes from the EVDC meetings	BW	EVDC & VE

	Volunteer Centres					
7.25 To encourage placement providers to identify a suitable Volunteer Co-ordinator within their workplace to act as a point of contact for the volunteers	<p>To organise Role of a Volunteer Coordinator training and follow this up with a progress pack to complete regarding the number of new volunteers recruited by them.</p> <p>Liaise with NGB's and promote the role of a Volunteer Co-ordinator in clubs</p> <p>Provide relevant Safeguarding training for Volunteer Co-ordinators or a representative from</p>	<p>40 people attend Role of a Volunteer Co-ordinator workshop</p> <p>10 returned packs</p> <p>2 NGB Meetings held</p> <p>2 courses delivered</p>	January 2010	Attendance register and packs returned	RW	LVLG, NGB's, LA's
			January 2010	Notes from Meeting	BW & LP	LVLG & NGB's
			December 2011	Attendance registers	BW	Lancashire Safeguarding Children in

7.26 Provide guidance for volunteer -involving organisations to induct volunteers	a placement provider	Produce and upload online an Induction Guidance Pack	Guidance is uploaded	August 2010	LSP website	BW & RW	Sport Group (LSCSG) & NGB's
	Organise a County wide Induction workshop	1 per year	March 2011	Attendance register	RW	All partners	

7.3. To develop and communicate a clear volunteering pathway for sports volunteers in Lancashire, understood by all, which allows entry to the profession.

Gap Analysis:

Too much confusion with who to contact for support

Volunteer Co-ordinators are not best utilised

Lack of clarity of the most relevant funding pots

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.31 Establish a local workforce of skilled workers supporting all volunteers	Work with NGB's to promote importance of the role and to gain an understanding of what the role entails. Learn from best practice to recruit local Volunteer Co-ordinators or within clubs to offer peer support	Information to download on LSP website 20 Volunteer Coordinators in post	October 2010 September 2011	LSP website Registered as a Volunteer Co-ordinator and working in the community	BW & LP BW	NGB's, LVLG, Good practice clubs Club Development Officers, LVLG, NGB's

	<p>LVLG to promote the Volunteer Co-ordinator role and offer training and support.</p> <p>Use a similar concept to the Young Officials Development Officer's National role and research replicating this on a smaller scale in the county.</p> <p>Signpost placement providers to the Volunteer Management Portal created by Volunteering England</p>	<p>20 Volunteer Co-ordinators supported.</p> <p>Build this role into the Club Review</p> <p>Role is researched and a decision is made by the LVLG</p> <p>Refer to at the start of any training and feature on the July edition of the e-bulletin</p>	<p>January 2012</p> <p>August 2010</p> <p>August 2011</p> <p>July 2010</p>	<p>Volunteer Coordinators registered with LSP</p> <p>Minutes of LVLG Meetings</p> <p>E-bulletin</p>	<p>LVLG</p> <p>LVLG</p> <p>RW</p>	<p>NGB's & SPAA's.</p> <p>NGB's & SPAA's</p> <p>LVLG</p>
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7.32 To provide clear leadership on sport volunteering	Align the LVLG to the outcomes of the Volunteer Strategy ensuring that the group is fit for purpose	Refresh membership of the group	October 2010	Minutes of meetings	BW	NGB's, Third Sector organisations, SSP's and LA's
7.33 Secure investment to sustain support for all volunteers	<p>To research all structures for volunteering ensuring the LVLG is well connected and a clear volunteer pathway can be established</p> <p>Led by LSP and advised by the LVLG, apply for suitable funding pots to maintain incentive schemes and support package</p> <p>Keep updated on the Big Society concept and any funding to support volunteers which may be attached</p>	<p>Clear pathway</p> <p>Minimum £5,000 of investment</p> <p>To be proactive in retrieving any relevant funding which may become available</p> <p>At least 3 courses organised</p>	<p>July 2011</p> <p>March 2012</p> <p>Continuous</p> <p>Continuous</p>	<p>Minutes from meetings</p> <p>Received funding</p> <p>Apply for any relevant funding and the application is endorsed by the LVLG</p> <p>Attendance registers</p>	<p>Lancashire Strategic Group</p> <p>SB & CR</p> <p>BW & AL</p> <p>RW</p>	<p>LVLG and relevant funding bodies</p> <p>LSP core team</p> <p>LVLG</p>
7.34 Ensure staff and volunteers are appropriately trained	Organise needs led training through feedback from partners and the section on LSP website.		Continuous			

7.35 Provide an up to date service of support	<p>Communicate all methods of support through the LSP network i.e. e-bulletin, website, contacts database</p> <p>Clear guidance on funding information available on LSP website</p> <p>Produce a clear picture of the Volunteer Pathway in Lancashire</p>	<p>1000 hits on LSP website</p> <p>800 hits on funding section of website</p> <p>Flow diagram uploaded onto LSP website</p>	<p>March 2012</p> <p>March 2012</p> <p>October 2010</p>	<p>Google analytics for LSP website</p> <p>Google analytics for LSP website</p> <p>LSP website</p>	<p>BW & RW</p> <p>BW & RW</p> <p>BW</p>	<p>LVLG, NGB's, SSP's, LA's</p> <p>All</p> <p>LVLG</p>
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7.4. To review and implement a package of support to improve the recognition of adult volunteers in community sports clubs

Gap Analysis:

Adult volunteers lack the sense of feeling valued and recognised

Recognition and support is greater for younger volunteers

Creating a “feel good factor” and sense of achievement and self esteem amongst volunteers – which isn’t currently the case

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.41 To provide greater recognition for the work of adult volunteers	Introduce an additional category in 2011 Sports Awards on a local and county level; ‘Adult Volunteer of the Year’. Promote best practice of recognising volunteers within all settings	Category is featured across both local and county sports awards 100 downloads of the Good Practice Pack	November 2010 March 2012	Nomination Forms LSP website	LVLG RW	NGB’s, LA’s, SSP’s All partners
7.42 To encourage placement providers to recognise and reward	Recognise the volunteers through the following: Subsidised courses, Guest speakers at events, Case Study in Good Practice Pack, Certificate of	100 downloads of Good Practice Pack (including guidance on	March 2012	LSP website	RW, AJ & MC	All partners

the volunteers	Recognition, Annual Recognition through Award Ceremonies.	this)				
7.43 To offer and promote a range of volunteering opportunities, for adults to understand the variety of roles available	Hold recruitment events for adults Provide promotional material and disseminate out across the network through to local organisations.	1 per cluster 50 hits on LSP website	March 2011 January 2011	Attendance register LSP website	BW & LVLG BW	NGB's, SSP's, PCT's, LA's LSP Core Team
7.44 Encourage Volunteer Coordinators to carry out individual reviews with volunteers	Ensure Running Sports mention/include Personal Development Plans in Volunteer Coordinator training	40 Volunteer Coordinators attend training	January 2011	Attendance register and Feedback	RW	Running Sports, LVLG, NGB's

7.5. To develop effective methods for tracking the progress of volunteers, particularly around training and development

Gap Analysis:

Little time to discuss progress

Lack of clarity where to signpost volunteers to for further development

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.51 Raise the awareness of tracking a volunteers progress or a volunteer tracking their own	Develop a brief and comprehensive tool to track progress of a volunteer Provide guidance on alternative methods to track progress for example PDP's, topics for discussion in one-to-one meetings and accessing online resources.	Tool produced Guidance produced	Awaiting Regional Developments August 2010	Tool disseminated Guidance distributed	BW & CR LVLG	NWUA NGB's & Lancashire Coaching System Support Network (LCSSN)

	Promote current tracking mechanisms such as Coachweb and HE database	150 hits on LSP website	March 2012	LSP website	JL	LCSSN
	Deliver SAM training to Volunteer Co-ordinators	1 pilot training session delivered	June 2011	Attendance register	RW	North West Network & LVLG
7.52 Ensuring that placement providers are aware of access to deployment opportunities as part of a volunteers progression	Update LSP website with information on further education, employment or training for volunteers.	1000 hits on LSP website	March 2012	Information uploaded onto website	AJ & MC	NGB's, FE, Training Providers
	Provide support for Placement Providers to help broker volunteers	2 training sessions delivered on types of opportunities particularly to Volunteer Centres	July 2011	Attendance register	RW & BW	LVLG, EVDC & NGB's
7.53 To explore how to	Liaise with Lancashire 2012 Group on	Lancashire 2012	December	Method is	Lanca	Lancashire

<p>collect consistent data on volunteers across the various agencies in Lancashire</p>	<p>developments with a consistent data collection process</p>	<p>Group representative to feed information to Chair of LVLG</p>	<p>2011</p>	<p>implemented</p>	<p>shire 2012 Group (L2012 G)</p>	<p>Strategic Group</p>
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7.6 To promote the opportunities offered by 2012 and maximise these to attract volunteers in Lancashire

Gap Analysis:

Lack of awareness and understanding how Lancashire can benefit from the 2012 Games

Lack of awareness and understanding how Lancashire is gearing up for the 2012 Games

Objective	Action	Target	Timescales	Measurement	Lead	Key Partners
7.61 To inform wider partners of up to date news for volunteering at 2012	To introduce a Volunteer 2012 section on the e-bulletin and website which links to the official London 2012 website	50 hits on Volunteer 2012 section of LSP website	December 2010	LSP website	BW & RW	L2012G
	Encourage sign ups to official 2012 e-newsletter	500 hits on 2012 section of LSP website	March 2012	LSP website	LVLG	L2012G
	Promote the Volunteer Programme 'Games Time' from July 2010 on the website	500 hits on 2012 section of LSP website	March 2012	LSP website	LVLG	L2012G
	Representative from Regional 2012 Volunteer Group to feed into Lancashire 2012 Group	Member of LSP to feed information through	July 2010	Minutes of meeting	AL	LVLG & NW 2012 Group

	Representative from Lancashire 2012 Group to feed information to the LVLG	Information is fed through	July 2010	Minutes of meeting	AL & BW	LVLG & L2012G
7.62 To link volunteering with the 2012 legacy	<p>Raise awareness of the Inspiremark standard and encourage partners to apply for projects</p> <p>Raise awareness of Regional / County Events in need of volunteers and promote with experience for 2012 and indeed 2014 CWG selection.</p> <p>Promote and encourage uptake of the 25th Hour Initiative</p>	<p>300 website hits</p> <p>E-bulletin article</p> <p>300 LSP website hits</p> <p>E-bulletin article</p> <p>Do-it.org</p> <p>SiS Passport</p> <p>Regularly update LSP's Events Calendar</p> <p>200 Hits on LSP website and promoting</p>	<p>December 2011</p> <p>Continuous</p> <p>January 2012</p>	<p>LSP website</p> <p>Opportunity featured on: LSP website, E-bulletin, Do-it.org, SiS Passport</p> <p>Google analytics for LSP website, email and minutes from</p>	<p>LVLG</p> <p>BW, AJ & MC</p> <p>RW & BW</p>	<p>L2012G & NW 2012 Group</p> <p>LVLG, L2012G & NW 2012 Group</p> <p>LVLG</p>

	<p>To promote and increase 2012 Games related volunteering opportunities with particular focus on those which improve pathways into employment and further education.</p> <p>To promote diversity and actively engage groups that are disadvantaged or currently under-represented in volunteering in the sub-region</p>	<p>through the LVLG</p> <p>30 people from Lancashire on the Personal Best Programme</p> <p>Exceed target of progression for Ambassadors for the Future project and greater uptake onto the V Programme</p>	<p>July 2012</p> <p>September 2010</p>	<p>LVLG meetings</p> <p>Database of participants</p> <p>Target update and details on the registration forms</p>	<p>L2012 G & BW</p> <p>L2012 G, MC & AJ</p>	<p>Sport for Life & Accrington and Rossendale College</p> <p>UCLan, facility providers for provision</p>
<p>7.63 To seek sponsorship (Regional/County) to support volunteering as part of the build up to 2012</p>	<p>Seek funding to support those volunteers assisting at the 2012 Games in London</p>	<p>£x investment brought into Lancashire</p>	<p>March 2012</p>	<p>Funding received</p>	<p>AL</p>	<p>LSP Board, L2012G & LVLG</p>

	Seek funding to train volunteers prior to 2012 to set them in good stead for selection.	3 associated training courses delivered	January 2012	Attendance register	CR, SB & BW	LVLG, LSP, NGB's, SSP's & LA's.
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LSP Staff:

AJ – Aneel Javed, University/Club Volunteer Coordinator

AL – Adrian Leather, Chief Executive.

BW – Beth Wadsworth, Partnership Development Officer.

CR – Carol Ross, Partnership Services Manager.

JL – Jayne Lee, Coach Development Manager

JV – James Venham, Marketing and Information Manager

LP – Lorna Postlethwaite, Partnership Development Officer

MC – Michael Connell, Volunteer Support Officer

MS – Mark Stephenson, Compliance Officer

RW – Rachel Wood, Project Administrator.

SB - Sarah Barton, Business Manager

8.0 Monitor & Evaluation

There is a clear structure (see diagram below) in place to check and challenge the delivery of the strategy. This structure has key partners represented, involved in volunteering, who would provide a critical assessment of the delivery and recommend any additional areas of work.

Lancashire Sport Partnership Board will provide strategic lead and influence to the Lancashire Strategic Group to ensure that the delivery of the strategy is aligned with Lancashire Sport Partnerships priorities.

Lancashire Strategic Group will direct and support the Lancashire Volunteer Leads Group to check and challenge the delivery of the strategy ensuring it is within budget and timescales.

Following the immediate the health check of the LVLG, the group will be fit for purpose to check and challenge the strategy's action plan. The group will meet quarterly to monitor the effectiveness of delivery, reflecting on any progress and areas for improvement of the action plan, and feed this through to the Lancashire Strategic Group.

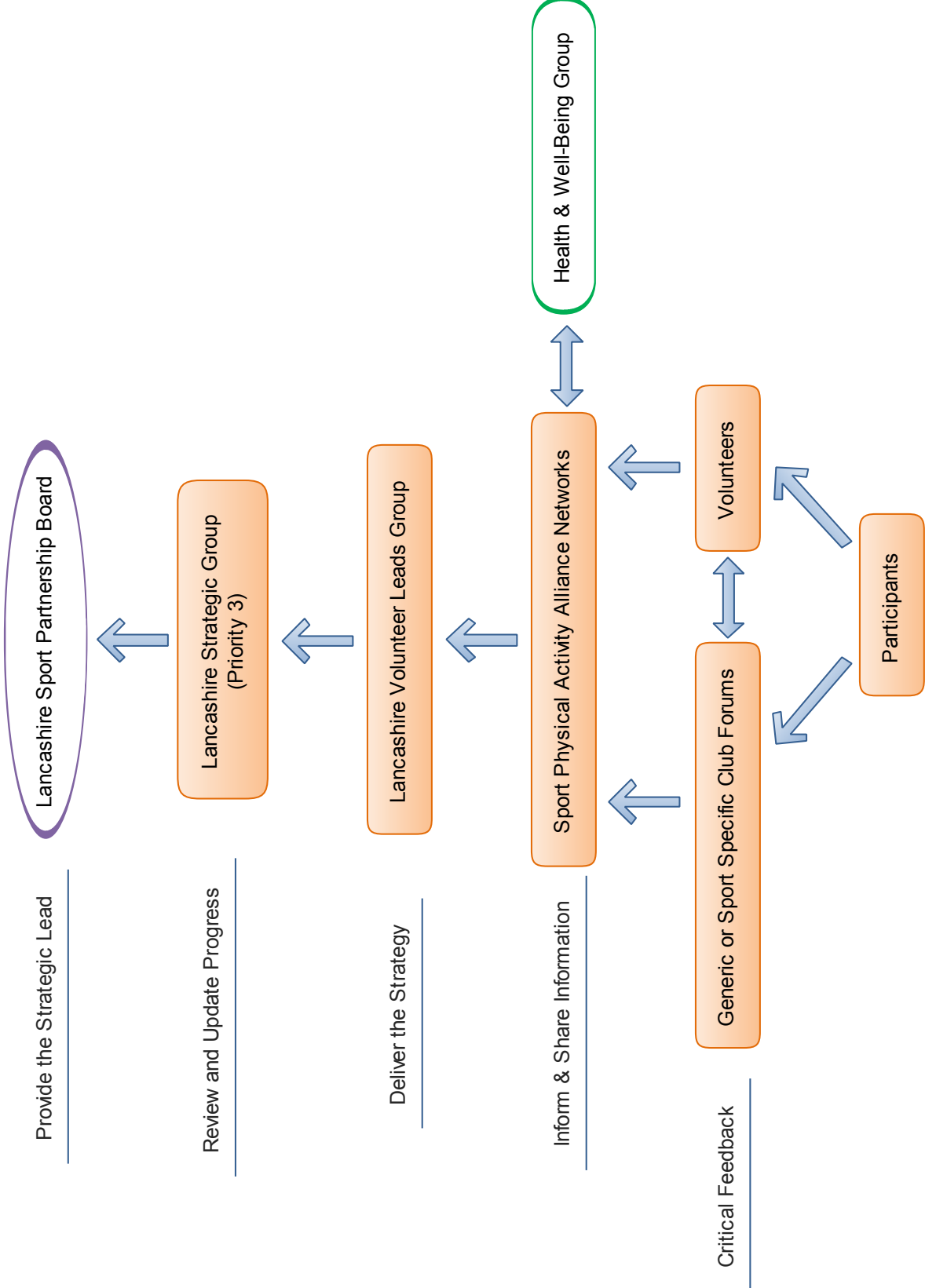
The SPAA's comprise of a range of organisations (police, health, education, local authority, third or private sector) who strategically coordinate existing provision for sport and physical activity on a local level and potentially plan for future activities. There are 14 across the county and so these groups will be critical in feeding information to the LVLG regarding the development and implementation of the strategy whilst providing feedback on any improvements. In order for this structure to function in this way, it is essential that there is SPAA representation on the LVLG. In addition to this, most SPAA networks feed into their Local Strategic Partnerships Health and Well-Being Group. The SPAA is accountable for all actions against their own delivery plan to this group. This signifies the importance of two-way communication between the SPAA and the Local Strategic Partnership, predominantly the Health and Well Being Group

Some local authority areas coordinate either a generic or sport specific club forum. These groups are the local voice for work being undertaken on the ground

by volunteers. These group members will be volunteers themselves and will also have feedback from other volunteers with regards to local need. This feedback into the SPAA is important in order to monitor and implement the strategy based on local need.

It is important to bear in mind that the Strategy is a working document and will have a full review on an annual basis with consultation from a range of partners. In the interim, this robust process will ensure that the strategy is delivered and monitored regularly ensuring the delivery follows a needs led approach.

Flow Diagram of Monitor and Evaluation Process



Appendices



Appendices

1. Acknowledgements
2. Acronyms
3. Glossary
4. Lancashire Sport Partnership Strategy 2009-2012
5. Lancashire's 5 Hour Offer Leadership and Volunteering Delivery Plan
6. Step into Sport Delivery Plan
7. Structure of Volunteering
8. CSP Policy Statements
9. Useful Contacts

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Gerard Watkinson - Leyland Cricket Club
Heather Palfreyman - Blackpool Borough Council
Helen Tomlinson - Burnley School Sport Partnership
Iain Kay - Lancashire Football Association
Ian Davies - Norcross Cricket Club
Jane Grantham - Leisure in Hyndburn Trust
Janet Mankowska - Blackpool Gymnastics Club
Jodie Hanley - Blackpool Gymnastics Club (Volunteer)
John Hamshere - Hyndburn Athletics Club (Volunteer)
John Pallett - Leyland Cricket Club
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Stuart Glover - Lancaster City Council

and all those who completed the online surveys!

2. Acronyms

BAME - Black Asian Minority Ethnic

CSP – County Sport Partnership

CWG - Common Wealth Games

EVDC - England Volunteering Development Council

FE - Further Education

HE - Higher Education

HEFCE - Higher Education Funding Council for England

L2012G – Lancashire 2012 Group

LA – Local Authority

LCC – Lancashire County Council

LCSSN – Lancashire Coaching System Support Network

LEP – Lancashire Evening Post

LET – Lancashire Evening Telegraph

LOCOG – London Organising Committee of the Olympic and Paralympic Games

LSCSG - Lancashire Safeguarding Children in Sport Group

LSP – Lancashire Sport Partnership

LVLG – Lancashire Volunteer Leads Group

NEET - Not in Employment, Education or Training

NGB – National Governing Body

NW – North West

NWDA – North West Development Agency

NWUA – North West Universities Association

PCT - Primary Care Trust

PDP – Personal Development Plan

PE – Physical Education

PESSYP – Physical Education and Sport Strategy for Young People

SE – Sport England

SIS – Step into Sport

SPAA - Sport and Physical Alliance

SSP – School Sport Partnership

UCLan – University of Central Lancashire
VC – Volunteer Centre
VE – Volunteering England
YODO - Young Official Development Officer
YPS – Young People’s Services
YST - Youth Sport Trust

3. Glossary

25th Hour Initiative – aims to target those who do not currently volunteer to pledge their time to local volunteering opportunities inspired by the 2012 Games

Active People Survey – this is essentially the largest national telephone survey, carried out over a period of twelve months which has been commissioned by SE to measure the levels of sport and physical activity across the country.

Big Society concept – an idea from the coalition government whereby they would urge citizens, communities and local government to come together to address local issues. Volunteering is a key aspect within this to help drive forward the local agenda.

CSP – a partnership of agencies committed to providing a high quality single system for people to benefit from sport in England

EVDC - high-level representative and advocacy mechanism for volunteering.

FE – Further Education colleges provide education and courses in a wide range of subjects and levels for those over 16. Courses such as A2s, ASs, AVCSs, National Diplomas and Key Skills can be taken to assist entry requirements to Higher Education

HE establishments are Universities or Institute of Higher Education which most people study for a degree (BA, BSc, LLB etc), a Higher National Certificate (HNC) or a Higher National Diploma (HND).

HEFCE – a non-departmental public body of the Department for Business, Innovation and Skills (previously the Department for Innovation, Universities and Skills) in the United Kingdom, which has been responsible for the distribution of funding to Universities and Colleges of Higher and Further Education.

LCC – is the upper-tier local authority for the non-metropolitan county of Lancashire

LCSSN – is a local organisation which has agreed to work collaboratively to support the needs of the NGB's in the delivery of their coaching systems at a local level for example to build support systems around coach recruitment, development and retention

LA – is an administrative unit of local government

LOCOG – is the organisation responsible for preparing and staging the 2012 Games

LSCSG – consists of a range of organisations across the county and has strong links with the 3 Local Safeguarding Children Board and the Child Protection in Sport Unit. Their aim is to promote the safest possible environment for young people and vulnerable adults to enjoy sport in Lancashire.

LSP – is one of 49 county sport partnership's and actively contribute to increasing participation and widening access to sport and physical activity by working through a number of partners

LVLG – is chaired by Lancashire Sport Partnership and consists of membership from currently Volunteer Development Officers from each Local Authority. This group aims to work together to provide a cohesive approach to improving the volunteer pathway and the support provided across the county.

NGB – a sports organisation that has a regulatory or sanctioning function to develop the sport.

Personal Best - is a training and volunteer programme, aimed at helping people furthest from employment into long term, sustainable jobs using 2012 inspired volunteering opportunities and an interview for volunteering at 2012 as an incentive.

PCT – is part of the National Health Service in England, that provides some primary and community services or commission them from other providers, and is involved in commissioning secondary care.

PDP – is a process by which an individual can manage their own development through a process of reflection and structured planning on how they can meet their own goals.

PESSYP – is the key framework which supports the high quality element of the 2 hours within the curriculum and the associated learning provision beyond the curriculum.

SE – is a Government body responsible for safeguarding, promoting, and funding sport and sports facilities and implementing the Government's strategic objectives for sport.

SIS – is a national programme which focuses on young people aged 14 to 19, giving them opportunities to become involved in sports leadership and volunteering

SPAA – is a group of people from a range of organisations such as local sport and leisure departments, health practitioners, schools and colleges, youth and community services, sport governing bodies for example within a local authority area who provides a voice for local organisation's to improve and add value to existing sport and physical activity provision.

VC – they provide support at a local level for individual volunteers and volunteer involving organisations to develop volunteering in the community as a whole.

VE – is a volunteer development agency committed to supporting, enabling and celebrating volunteering in all its diversity

YODO – is a full time volunteering post which works with their chosen NGB (Athletics, Badminton, Boccia, Cricket, Fencing, Gymnastics, Judo, Lacrosse, Netball, Rugby League, Rugby Union, Swimming, Table Tennis, Volleyball, Wheelchair Basketball) to act as a role model to inspire and support other young people to volunteer.

YPS - offer a tailor-made programme to enable young people aged 14-25 broaden their perspectives through personal development, work experience placements and employment.

YST – is a British charitable trust which aims to support the education and development of young people through physical education

4. Lancashire Sport Partnership Strategy 2009-2012

Lancashire Sport Partnership Strategy

Our Vision
To inspire people and places in Lancashire to reach their full potential through sport and physical activity.

Our Aim
Increase and Sustain Participation in, and widen access to, Sport and Physical Activity through quality pathways and a world class infrastructure.

Strategy Outcomes	1 More people participating in sport and physical activity in Lancashire	2 A targeted reduction in the number of people who withdraw from sport and physical activity.	3 A high quality network of clubs, coaches, pathways, volunteers and facilities	4 Sport and Physical Activity contributing to the wider social and economic priorities of Lancashire
Strategy Targets	1.1 Increase the number of people aged 16+ participating in sport & physical activity. 1.2 Increase the number of people from ethnic minorities participating 1.3 Increase the number of people with a limiting disability participating in sport and physical activity. 1.4 Contribution to children – 5 hour offer. 1.5 Tackling Inactivity – more people doing 1 and 2 x 30 minutes of sport or physical activity sessions per week.	2.1 A reduction in the % of 14 – 19 year olds that withdraw from sport.	3.1 Number of clubs in Lancashire who have achieved a quality Club Accreditation. 3.2 Developing a network of coaches across Lancashire who meets the minimum standards for coaching. 3.3 Increase the number of adults volunteering in sport across Lancashire. 3.4 Increase satisfaction in local sports provision	4.1 Developing a clear statement of facility need for every Local authority in Lancashire 4.2 Development of 3 regionally significant sports facilities in the county 4.3 Delivery of 3 regionally significant new mass participation events 4.4 Increase the level of investment into sport and physical activity in Lancashire
What does This Mean?	1.1 Match or exceed the national average of adults participating in at least 30 minutes of sport and active recreation (including recreational walking and cycling) of at least moderate intensity on at least 3 days a week – 3 x 30. (1) 1.2 Match or exceed the national average of people from ethnic minorities doing 3 x 30 a week. (1) 1.3 Match or exceed the national average of people with a disability participating in sport and physical activity. (1) 1.4 Match or exceed the national average of pupil's aged 5-19 accessing 5 hours a week PE and Sport (3 hours 16-19yrs) Sport (3 hours 16-19yrs) 1.5 Decrease the number of people doing no sport or physical activity	2.1 A significant reduction of people who withdraw from sport from the ages of 14 to 19 with a % that is lower than the national average.	3.1 500 clubs achieving national accreditation (Clubmark or equivalent) by 2012. 3.2 At least 1000 coaches achieving or working towards (2) the recommended operating standards. (3) 3.3 Match or exceed the national average of adults volunteering in sport. (1) 3.4 Match or exceed the national average of adults who are very satisfied or fairly satisfied with sports provision across Lancashire. (1)	4.1 Develop and maintain a 'Statement of facility need' for all NGBs and Local Authorities. 4.2 3 regionally significant sports facilities. 4.3 3 additional regionally significant events. 4.4 £15million of external investment secured for sport and physical activity in Lancashire.

(1) - Measured by the Active People Survey KPI 1. Annual targets still to be confirmed and subject to change.
 (2) - Achieving = Level 2 Governing Body and all recommended operating standards. Working towards = Level 1 Governing Body qualification and two other recommended operating standards
 (3) - Recommended operating standards = Safeguarding, Equity and Coaching, Disabled Performers, First Aid and Criminal Records Bureau Check

Shelly Woods

"Strategy means planning and for me, planning means getting ready to implement actions for the future. The 2012 Olympic & Paralympic Games represent a fantastic opportunity to inspire a whole new generation of participants, volunteers and coaches to get involved in sport and motivate them to stay involved in sport for the long term. It is vital that we all work together to support local clubs and projects designed to get people active and we must do everything we can to promote the fantastic opportunities Lancashire has to offer. I fully support the aims of the Lancashire Sport Partnership Strategy."

Elite British Paralympic Athlete
Blackpool, Lancashire

5. Lancashire 5 Hour Offer Leadership and Volunteering Delivery Plan

Key Priority	Action	Target	Measurement	Timescale	Person Responsible for Action	Examples of Good Practice
1. Develop a Volunteer Strategy for Lancashire	Facilitate a number of workshops with a range of partners Use examples of good practice to help formulate the structure for the strategy	Hold 1 workshop per cluster of Lancashire Take into account at least 1 relevant Volunteer Strategy from the range of areas of the third sector.	Feedback forms and Notes taken Final draft of Strategy is produced	February 2010 March 2010	Beth Wadsworth (BW) & Student Placement BW	BwD and Preston Volunteer Strategy

	<p>Perform a 'Health Check' on the Lancashire Volunteer Leads Group (LVLG)</p>	<p>Create and complete the following documents: Terms of Reference, Membership Structure, Fit for Purpose.</p>	<p>Documents are completed, disseminated amongst the LVLG and uploaded on the LS website</p>	<p>August 2010</p>	<p>BW & LVLG</p>
<p>2. To ensure high quality standards are implemented within all volunteer projects to ensure a consistent approach to recruitment, retention, deployment, tracking and support for volunteers and leaders</p>	<p>Develop a Volunteer Pathway</p>	<p>One per Local Authority Area</p>	<p>Uploaded onto each LA website</p>	<p>December 2011</p>	<p>BW & LVLG</p>
	<p>Develop a minimum standard checklist for each stage in the</p>	<p>Uploaded onto each LA website</p>	<p>Develop a useable and viewable checklist</p>	<p>December 2010</p>	<p>BW, LVLG & Mark Stephenson</p>
					<p>Running Sports</p>

Volunteer Pathway:		for each stage.	
Recruiting	BW & LVLG		
Supporting	BW & LVLG		
Retaining	BW & LVLG		
Tracking	BW & LVLG		
Deploying	BW & LVLG		
Research the Club Marked/ Charter Standard clubs which have a Volunteer Coordinator	50 responses from Volunteer Survey	Lancashire Sport website and link from Local Authority website	March 2010

	<p>Promote the benefits of a Volunteer Coordinator to those without</p> <p>Provide training for clubs and/or Volunteer Coordinators to understand the role.</p>	<p>50 hits on the website for Information Pack</p> <p>40 people attend Role of a Volunteer Coordinator workshop</p>	<p>Lancashire Sport website and link from Local Authority website</p> <p>Attendance Register</p>	<p>December 2010</p> <p>December 2010</p>	<p>BW & LVLG</p> <p>BW & LVLG</p>
<p>3. To provide the opportunity for young people to develop leadership skills through accredited learning such as BTEC sports, Sport and Leisure Diplomas, Governing body Awards, Sports Leadership</p>	<p>Create a Hub of all courses being delivered across the county and promote across all networks</p>	<p>Greater attendance at courses/workshops</p>	<p>Attendance records</p>	<p>December 2010</p>	<p>Carol Ross</p>

Awards	Pursue relevant funding opportunities to reduce costs of training	£20,000	M&E	December 2011	Carol Ross	
4. Improve the quality of leadership and volunteering opportunities available to young people in Lancashire within a	Uncover training needs of volunteers and provide a variety of opportunities by working with a range of training providers	20 training providers used	Personal Development Plans	December 2011	Burnley/Pendle/ South Ribblesdale/Wyre	Blackburn with Darwen Volunteer Programme
	Encourage volunteering opportunities to achieve Inspiremark standard	300 hits on websites	Promote benefits of Inspiremark on LS and LA website	December 2011	LVLG	

<p>range of community settings</p>	<p>Distribute list of Club Marked and Charter Standard clubs to Volunteer Leads to help signpost volunteers to</p> <p>*Refer to Minimum Checklist Standards</p>	<p>500 more volunteers in CM or CS clubs</p>	<p>Organisation Needs Analysis and LA Targets</p>	<p>December 2011</p>	<p>LVLG</p>	
<p>5. Develop apprenticeships and pathways to employment for volunteers and leaders, targeting in particular under represented groups e.g. young</p>	<p>Deliver Ambassadors for the Future Taster Sessions</p>	<p>46 people to attend 3 days</p>	<p>Attendance over the 3 days</p>	<p>June 2010</p>	<p>Michael Connell</p>	

<p>people not in education or training (NEET)</p>	<p>To ensure there are progression routes for NEET young people on AFF</p> <p>Signpost young people to Recruit into Coaching</p>	<p>26 progressions</p> <p>5 young people signposted to Level 1</p>	<p>Letter of progression</p> <p>Attendance at the Induction</p>	<p>June 2010</p> <p>December 2010</p>	<p>MC</p> <p>MC</p>	
<p>6. Link Volunteering framework to 2012 (planning and legacy)</p>	<p>Distribute the criteria for the recruitment of 2012 volunteers</p>	<p>600,000 number of registrations from the NW</p>	<p>Increased number of registrations for 2012 from the NW</p>	<p>December 2011</p>	<p>LVLG</p>	

	<p>Promotion of Inspiremark to clubs/projects/programmes in the County</p>	<p>300 number of hits</p>	<p>Information available on the website</p>	<p>December 2011</p>	<p>BW & LVLG</p>
	<p>Influence the Lancashire 2012 Group on Volunteering and maintaining up to date knowledge on Regional Developments</p>	<p>A representative from the LVLG network is a member of the Lancashire 2012 Group.</p>	<p>Information is fed from the 2012 group into the LVLG.</p>	<p>May 2010</p>	<p>LVLG</p>

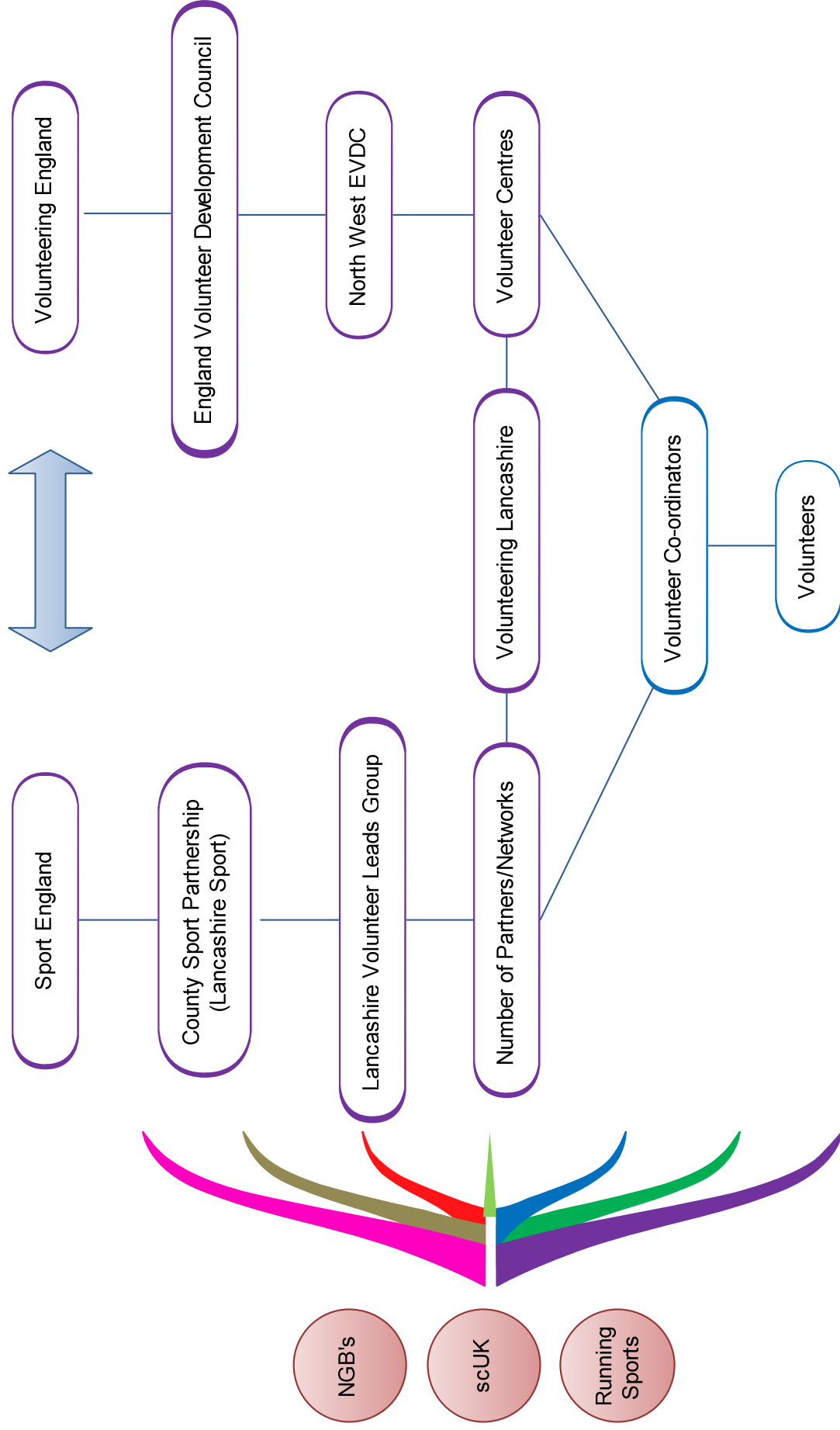
6. Step into Sport Delivery Plan

This current plan below outlines 5 key strands which Sport England and Youth Sport Trust would like evidence of how the County Sport Partnership is delivering against them:

Delivery Area	Examples of progress
<p>1. Work to engage NGBs, organisations, events and clubs to broker community volunteering placements for young people aged 16-19.</p>	<ul style="list-style-type: none"> • Volunteer placement database in place – wide range of different placements available across different sports, roles and events (across sports, roles and settings). • Broker new community volunteer placements where SSPs refer young people aged 16-19 who have requested a placement. • Local NGBs and non-traditional organisations engaged with. • Support and development (i.e. Volunteer coordinator training) available to clubs/organisations/events.
<p>2. Partnership working with SSPs</p>	<ul style="list-style-type: none"> • Termly L&V group established or L&V as a fixed agenda item on wider CYP meetings with SSPs. • Support Leadership Academies – and the community volunteers within these.
<p>3. Support clubs and SSPs to use the SIS Online Volunteer Passport</p>	<ul style="list-style-type: none"> • Endorse the SIS Online Volunteer Passport to SSPs, clubs, other placement organisations and young people (at Leadership Academies etc) • Support SSPs and Club Volunteer Co-ordinators to use and log on to the SIS Online Volunteer Passport. • Data on young people's (16-19) community volunteering – available through SIS VP.
<p>4. Use Leadership and Volunteering to support the delivery of CYP programmes</p>	<ul style="list-style-type: none"> • Link to at least one other CYP programme e.g. through Sport Unlimited activities identify additional placements.
<p>5. Help to build a seamless pathway into the future sports volunteering and workforce post 19.</p>	<ul style="list-style-type: none"> • Award SIS Certificate to young people who have achieved their milestone hours (Bronze 50, Silver 100 and Gold 200) - number of certificates awarded. • Provide wider reward and recognition for outstanding volunteers. • Build/develop partnerships with other schemes/organisations such as Volunteer Centres.

<p>Any other information you would like to include</p>								
<p>Please provide the following quantitative information on a 6 monthly basis:</p>	<table border="1" data-bbox="667 427 1249 1070"> <tr> <td data-bbox="667 427 1249 533">Number of young people referred/requesting a placement</td> </tr> <tr> <td data-bbox="667 533 1249 719">Number of young people placed in/or supported to find a high quality placement (please explain how this data has been collected)</td> </tr> <tr> <td data-bbox="667 719 1249 904">Range of different placements available across different sports, roles and events – minimum target 20 different types of opportunities</td> </tr> <tr> <td data-bbox="667 904 1249 1070">Number of SIS Certificates awarded (Bronze, Silver & Gold)</td> </tr> </table> <p>Q2 2010-11 only:</p> <table border="1" data-bbox="667 1272 1249 1697"> <tr> <td data-bbox="667 1272 1249 1339">Number of young people referred</td> </tr> <tr> <td data-bbox="667 1339 1249 1444">Number of young people placed/supported</td> </tr> <tr> <td data-bbox="667 1444 1249 1697">% 16-19 year old young people from Leadership Academies (1*), who state a demand to the County Sports Partnerships for a community club and/or event-based placement (2*), placed (3*) in a high quality placement.</td> </tr> </table>	Number of young people referred/requesting a placement	Number of young people placed in/or supported to find a high quality placement (please explain how this data has been collected)	Range of different placements available across different sports, roles and events – minimum target 20 different types of opportunities	Number of SIS Certificates awarded (Bronze, Silver & Gold)	Number of young people referred	Number of young people placed/supported	% 16-19 year old young people from Leadership Academies (1*), who state a demand to the County Sports Partnerships for a community club and/or event-based placement (2*), placed (3*) in a high quality placement.
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7. Structure of Volunteering



8. CSP Policy Statement

Safeguarding and Protecting Children in Sport Strategic Statement

Lancashire Sports Partnership is committed to promoting the safety and welfare of children and young people engaged in sporting activities locally. It aims to contribute to safeguarding children and young people by:

- Continuing the work with achieving Advanced Standards for Safeguarding and Protecting Children in Sport (CPSU 2002)
- Implementing and demonstrating best safeguarding practice when core staff, volunteers or others are providing services, activities and programmes for children and young people
- Continue developing the work of the Lancashire Safeguarding Children in Sport Group, working with partners to establish and implement agreed, consistent minimum safeguarding standards for sports activities locally
- Requiring those individuals or organisations that are funded or commissioned by or through Lancashire Sport Partnership to provide any services for children and young people to effectively address safeguarding requirements
- Maximising its influence to promote safeguarding practice and principles within its wider partnership roles and relationships

The Lancashire Sport Board endorses these aims, supports Lancashire Sport Partnership in this work and the development of a partnership action plan.

Equality Statement of Intent

Lancashire Sport Partnership declares its ongoing commitment to a policy of equal opportunity and equality in all sports and physical activity as a development organisation and as an employer. Lancashire Sport Partnership is committed to the 'Sport England Sport Equality Policy' (2000).

6. Useful Contacts

Lancashire Sport Partnership Team

Name	Job title	Office Number	Mobile Number	Email
Adrian Leather	Chief Executive	01254 584026	07984 437804	aleather@lancashiresport.org.uk
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Michael Connell	Volunteer Support Officer	01254 584031	07949 203468	mconnell@lancashiresport.org.uk

Club Development or Volunteer Leads

First Name	Last Name	Area	Work Phone	Mobile Phone	Email Name	VL or CD
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Jonathan	Pearce	Wyre	01253 887450	07989 693538	jpearce@wyrebc.gov.uk	VL & CD

Volunteer Centres

First Name	Last Name	Area	Work Phone	Email Address
Gael	Finch	Chorley & South Ribble CVS	01257 263254	gael.finch@chorleyandsouthribblecvs.co.uk
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National Governing Bodies

NGB	Name	Title	Work Phone	Mobile Phone	Email Name
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Amateur Swimming Association	Karen Driver	County Swimming Coordinator (Lancashire)	07766 654927		karen.driver@swimming.org
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Badminton England	Vicky Foster-Lloyd	Network Manager	07825 094730	07825 094730	VickyFoster@badmintonengland.co.uk

BaseballSoftballUK	Luis Arrevillages	Regional Development Manager	07968 747116			luis.arrevillages@bsukmail.com
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British Gymnastics	Mike Lockett		0151 7071751	07739 512199		mike.lockett@british-gymnastics.org
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British Weightlifting Association	Sam Jamieson			07766 918239		sam.jamieson@bwla.co.uk
British Judo	Graham Bayley	Regional Development	01925	07974		graham.bayley@britishjudo.org.uk

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England Athletics	Claire Buckle	Club and Coach Support Officer	07803 671968		cbuckle@englandathletics.org
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