

<p><b>Committee(s)</b>  Establishment Committee – For information  Public Relations and Economic Development Sub  Committee – For information  Open Spaces and City Gardens Committee – For  information  Community and Children Services Committee – For  information  City Bridge Trust Committee – For information  Policy and Resources Committee - For decision</p>	<p><b>Dated:</b>  22 May 2018  29 May 2018    4 June 2018    8 June 2018    6 July 2018  6 September 2018</p>
<p><b>Subject:</b>  Corporate Volunteering Strategy, 2018-23</p>	<p><b>Public</b></p>
<p><b>Report of:</b>  Kate Smith, Head of Corporate Strategy and  Performance</p>	<p><b>For information</b></p>
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### Summary

This paper presents the proposed final version of the Corporate Volunteering Strategy 2018-23 for Members' information. The strategy sets out the City of London Corporation's (City Corporation) vision for volunteering, in which the organisation 'has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond' and how it will work towards achieving it.

The paper outlines the process by which this strategy was developed, the next steps for its implementation and its corporate implications. It asks Members to note the content of the strategy before it is taken to Policy and Resources Committee in September 2018 for decision.

### Recommendations

Members are asked to:

- i. Note the process for developing the strategy.
- ii. Note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee for decision.

### Main Report

#### Background

1. The City Corporation delivers a wide range of volunteering activities and opportunities for different groups and purposes. It currently:

- Supports **staff** to undertake volunteering in London through the Employee Volunteering Programme.

- Provides volunteering opportunities for **its residents, students in its academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of its service delivery and through its commissioned services.
2. The Corporate Volunteering Strategy, shown in full at **Appendix 1**, outlines a strategic approach to volunteering, which will support the City Corporation to deliver its wider corporate vision, as set out in the Corporate Plan. It builds upon and brings together the learning from existing volunteering activities and practices in place across the organisation.
  3. In 2015, the Department of Community and Children's Services (DCCS) commissioned an independent review to help shape their future approach to commissioning volunteering and community development activities. The review also involved analysis of the volunteering activity happening across the City Corporation. The resulting report, entitled Community Volunteering Review for the City of London was published in January 2016 and set out a number of recommendations, including the key recommendation to develop a strategic approach, a robust needs analysis and a priority focus for the City Corporation's volunteering activities as a whole. The report highlighted the opportunity to better share good volunteering practices across the organisation, in order to enable greater consistency across departments and within divisions and reduce duplication of effort in relation to all stages of working with volunteers.
  4. The review provided further impetus for the development of a strategic approach to volunteering and in 2016 a Volunteering Working Group (VWG) was set up to scope a corporate volunteering strategy and drive forward its development. The VWG is made up of representatives from the following teams: City Bridge Trust (CBT), Corporate Strategy & Performance Team, DCCS, Economic Development Office (EDO), Human Resources (HR) and Open Spaces.

### **How the strategy was developed**

5. The strategy was developed through a collaborative and participatory approach with internal and external stakeholders. In addition to the recommendations from the Community Volunteering Review, the VWG scoped the City Corporation's current practices by carrying out an appreciative enquiry with group members and other staff members, whose work also related to volunteering. Further consultation with staff, Members, volunteers, residents, staff from our commissioned services and representatives from the charitable and community sector also took place in the form of an event and an online survey to explore the needs and impacts of volunteering.
6. This process helped to set the priority focus for the strategy, which shifts the focus from a traditionally departmental/divisional led approach to a more coordinated, holistic and corporate approach to volunteering.
7. In January 2017, an update paper was presented to Establishment Committee, for information, on the strategic approach to working with volunteers. The feedback received also informed the development of the strategy, at **Appendix 1**.

## Current Position

8. The strategy, in terms of its vision, outcomes and links to the Corporate Plan, is summarised below:

### Shaping the future of volunteering

**Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.**

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

#### Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

##### Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

#### Outcome 2 – Volunteers are valued.

##### Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

#### Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

##### Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

**Links to our Corporate Plan 2018-23:** This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

**CP Outcome 3** – People have equal opportunities to enrich their lives and reach their full potential.

**CP Outcome 4** – Communities are cohesive and have the facilities they need.

**CP Outcome 5** – Businesses are trusted and socially and environmentally responsible.

**Related strategies and activities:** Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

## Next steps and implementation

9. Members are asked to note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee in September 2018 for decision.
10. The strategy identifies key milestones and measures of success for the strategy, which will guide and inform the implementation over the next five years. At the same time, it also acknowledges that further detailed actions plans need to be developed.
11. In January 2018, the Policy and Resources Committee approved the 2018/19 revenue budget for CBT, which included funding for the creation of a new Corporate Volunteering Manager role to sit within CBT. A job description and person specification for the role is currently being drafted by the Head of Philanthropy Strategy, with the hope that the role will be recruited and in post by summer 2018. The Corporate Volunteering Manager, with the support of the VWG,

will be responsible for driving the successful implementation and monitoring of the strategy over the five-year term.

## **Corporate & Strategic Implications**

12. This strategy positions volunteering as an asset that is both supportive of and supported by the outcomes in the Corporate Plan 2018-23. Achieving the vision set out in the strategy will help support the aims set out in the Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.
13. Whilst the outcomes in this strategy directly support specific outcomes in the Corporate Plan (as outlined below), volunteers could also be involved in activities that support any of the 12 corporate outcomes.
  - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
  - Outcome 4 – Communities are cohesive and have the facilities they need.
  - Outcome 5 – Businesses are trusted and socially and environmentally responsible.
14. The strategy is also supportive of and supported by a variety of existing and emerging City Corporation strategies and activities including its Philanthropy, Responsible Business, Bridging Divides and Social Mobility strategies and its #iwill pledge, Employee Volunteering Programme and work in education.
15. A number of departments also reference volunteering activities in their own departmental business plans/strategies and in divisional team plans. This strategy provides a framework for departments and divisions to align their work to and supports a corporate approach to impact measurement.

## **Conclusion**

16. The Corporate Volunteering Strategy sets out a vision for the future where the City Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish. It is hoped that the strategy will have been through all officer and Member governance by September 2018. During this time, it is expected that the new Corporate Volunteering Manager will be in post to lead on devising detailed action plans for each outcome and drive forward its implementation once launched in September 2018.

## **Appendices**

- Appendix 1 – Corporate Volunteering Strategy, 2018-23.

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