



Volunteers – Check it out

English Lacrosse Association

Volunteer Strategy

January 2003

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Volunteer Strategy

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- 1. Line management of the project and job description of National Volunteer Manager and role of Club Volunteer Coordinators**
- 2. Volunteer audit – January 2003**

1. Volunteering in Lacrosse

1.1 The ELA established, in its business plan 2000 to 2003, the theme of Value for Money as a key aim of the organisation. In order to be successful at achieving this aim the ELA relies on volunteers to produce many of the local, regional and national services, information, organisation, knowledge and infrastructure usually serviced by professionals in other sports.

1.2 The ELA has also noted that the success of its development programme, in both clubs and schools, has increased the need for volunteers in the organisation, especially at grass roots level. With club and school development being a key aim for the next business plan for the ELA, an increase in the quantity and quality of volunteers is essential for the success of the game of lacrosse in the short, medium and long term.

1.3 The ELA has been reliant on volunteers since its inception in 1996, when the separate men's and women's governing bodies amalgamated.

1.4 The ELA has a small and dedicated centralised professional staff (4 full time and 4 part time) assisted by a large number of both male and female volunteers who undertake the majority of the work of the governing body and the sport at all levels.

1.5 ELA has been pro-active in volunteer development and have identified the need for a Strategic approach to Volunteers in its 2000 Business plan. In the recent past it involved clubs in the Millennium Volunteer project and produced an initial club handbook for volunteers.

1.6 However more is needed to raise the levels of participation in the sport and to recruit and retain the volunteers to support this increased participation.

2. Preparation for the strategy

2.1 In planning the strategy an audit of clubs and individuals (appendix 1) was carried out in December 2002 through to January 2003 to identify the key issues for Lacrosse. This was followed with a one day planning day with the staff of the English Lacrosse Association. At this meeting the Vision, strap-line, Objectives and milestones were shaped and set within the background information of the audit.

2.2 The key issues are laid out below and the strategy that follows identifies how The English Lacrosse Association will address the key issues to improve the level and quality of volunteers in the sport.

3. Key issues for volunteering in Lacrosse

From the Audit of clubs carried out during in late 2002 and early 2003 the following issues were identified as key to in relation to volunteering in Lacrosse. From the audit it was clear that if these issues were addressed then there would be significant improvement in the number, knowledge and understanding of volunteers in Lacrosse.

- No clear policy and strategy for volunteers in Lacrosse
- No consistent reward programme to recognise the contribution volunteers make
- Clubs and individuals need guidance, training and ongoing support
- Volunteers give on average 3 hours and week and 90 hours a season
- Volunteers generally volunteer to put something back into the sport and not to gain reward
- There is a difference between how Men's and Women's Clubs are organised
- Time is the single most important issue for volunteers in Lacrosse
- Most volunteers take on more than one role
- The majority of the volunteer force is coaches clubs need assistance for fundraising and officiating.
- Email has seen an increase in communication
- Volunteers are concerned about legislation and lack of volunteers
- Clubs, in general, do not have people recruiting, retaining and developing volunteers
- Clubs in general do not have club guidelines for committees and volunteers
- Volunteers are mostly white employed men
- Few young volunteers

4. Vision for volunteering in Lacrosse

“To increase the number, knowledge and understanding of volunteers whilst retaining and rewarding those who volunteer in Lacrosse as part of the overall development of Lacrosse.”

5. Banner

“Volunteers – Check it out”

6. Objectives

1. To provide a clear strategy for volunteering giving action points and templates at National, Regional and local level.
2. To increase opportunities for able and committed volunteers particularly young people
3. To produce resource materials to support the recruitment, retention and rewarding of volunteers
4. Communicate efficiently and effectively
5. To increase the quality and quantity of training, knowledge and qualification for volunteers
6. To reward at national and local level those who make a significant contribution to running Lacrosse
7. Encourage clubs to develop volunteer coordinators and volunteer role specifications.
8. To address inequality in the levels of volunteering
9. To monitor and evaluate the effectiveness of the strategy

Within the planning process, and taking into account the research and audit information, the staff of the English Lacrosse Association prioritised the agreed objectives.

In planning the strategy the ELA felt that the first three objectives were essential, however training and the appointment of Volunteer coordinators in clubs would be essential to meet the objectives.

7. Headlines

By the end of this plan Lacrosse will have:

More people in volunteering –

An increase by 5 per club or a total of 575 new volunteers

More opportunities for volunteering –

200 new clearly defined positions within clubs, regions and nationally.

More young volunteers –

An increase in the number of young people under the age of 19 to 15% of the volunteer force

More women volunteers –

An increase in the number of women to 45% of the volunteer force

More volunteers from Ethnic minority backgrounds -

Two positive action programmes that address the racial inequalities in the sport

Clubs with volunteer coordinators –

50% of clubs with volunteer coordinators – 58 new positions

High quality support resource material –

Volunteer resource pack available to all clubs

An inter-active Website to support volunteering –

The volunteer resource pack available on a dedicated website section

Regular information circulation to inform and educate –

A dedicated page of “Lacrosse Talk” for those who volunteer in Lacrosse

A training and support programme that develops volunteers in clubs –

Regular club and regional based training to address volunteering issues

Interaction with Volunteers -

The utilisation of the Website to inter-act with and react to the needs of volunteers

A reward programme to nationally and locally recognise volunteers –

Sponsored national and regional awards

8. Volunteer plan

Objectives	Milestones 2003	Milestones 2004	What will volunteering in Lacrosse look like in 2005	Outputs of the strategy
To provide a clear strategy for volunteering giving, action points and templates at National, Regional and local level.	To develop a volunteer strategy that provides an action plan to address the key issues	First year targets met and revised targets set.	An active strategy for volunteering that provides for the needs of the sport	One strategy driving improvement
To increase opportunities for more able and committed volunteers	Identify roles and the specifications needed to be addressed at club, regional and national levels. To identify examples of recruitment programmes that can be utilised within clubs. To link closely with National programmes such as the <i>Step into Sport</i> programme.	At a regional and National level identify and promote positively key volunteering positions.	An increase in the number of opportunities for volunteering in clubs and regional positions	200 new clearly defined positions within clubs, regions and nationally. To have increased the number of under 19 volunteers to 15% of the volunteer force
Encourage clubs to develop volunteer coordinators and encourage them to utilise volunteer role specifications.	Implement the Role description template with clubs through the appointment of a volunteer coordinator in targeted programmes.	Identify further implementation of the club volunteer programmes.	50% of clubs have a volunteer coordinator	58 new positions
To produce resource materials to support the recruitment, retention and rewarding of volunteers	Produce a volunteer guide identifying: The key issues This strategy Templates and examples of	Enhance the resource material in light of identified and current need into a hard version	A dedicated resource manual and website section to support the recruitment, retention and rewarding of volunteers	Volunteer resource pack available to all clubs available in hard copy and on a

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	good practice for the recruitment, retention and rewarding of volunteers. This to be Web-based.	linked to National strategy.		dedicated website section
Communicate efficiently and effectively.	To have designed an interactive website section dedicated to the development of volunteers. A dedicated page in every edition of "Lacrosse talk"	To identify a database to ensure that it is effective for efficient communication to key volunteers. Enhance Website provision to become more inter-active.	Regular information circulations through an effective database, "Lacrosse talk" and dedicated website	A dedicated section of "Lacrosse talk" and a Web page for those who volunteer in Lacrosse describing and recognising best practice.
To increase the quality and quantity of training, knowledge and qualification for volunteers	To develop a training package/menu of opportunities formal courses and home/web-based study/advice Courses in conjunction with Sports Coach UK to address needs. ELA Training courses to include: <ul style="list-style-type: none"> • Apprentice (young) Officials /Coaches / Club administrators • Finance and fundraising • How to plan and keep volunteers • A volunteer friendly club • How to develop young volunteers. 	Service a Web-based advice and support for volunteering issues mentoring. Twenty clubs attending courses	A recognised and active training and development programme.	Regular club and regional based training courses to address volunteering issues providing a well training club volunteer force. Forty clubs attending courses over the two year period

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<p>To recognise and reward at national and local level those who make a significant contribution</p>	<p>To have developed criteria for and implemented a series of national awards for:</p> <ul style="list-style-type: none"> • Coaching • Club administration • Regional administration • Officiating • National NGB work • Club of the year <p>Encourage regions to identify an awards structure. These to be celebrated at the AGM.</p>	<p>To support regions in the implementation of a cascade structure of rewarding and recognising volunteers.</p> <p>Develop web-based recognition materials.</p>	<p>A national, regional and local recognition and award programme for volunteers.</p>	<p>Sponsored new national and regional awards</p>
<p>To address inequality in the levels of volunteering</p>	<p>To review the 2002 audit and identify targets for addressing inequality. Develop one positive action programme aimed at addressing the inequalities in racial equity</p>	<p>Evaluate and re-assess targets. From the evaluation of the first positive action programme develop a second.</p>	<p>To have a more equitable base of volunteers</p>	<p>An increase to 45% women of those volunteering Two positive action programmes that address racial inequality</p>
<p>To monitor and evaluate the effectiveness of the strategy</p>	<p>To audit clubs and individuals to produce a profile of volunteering in Lacrosse.</p>	<p>To audit clubs and individuals to evaluate profile of volunteering in Lacrosse to re-assess targets.</p>	<p>To have an enhanced image and profile of Lacrosse volunteering</p>	<p>The key issues addressed and targets met. To have an annual audit that indicates and measures trends.</p>

9. Delivery of the strategy

From the audit and the subsequent strategy a clarity what needs to be achieved has been identified. The will be delivered in three phases. There will be cross over in the phases. For example the planning of training will be in Phase one yet the delivery in phase two. In addition Phase three will start at the end of year one with the re-audit of members.

PHASE ONE

Addressing the following objectives:

- To provide a clear strategy for volunteering giving action points and templates at National, Regional and local level.
- To produce resource materials to support the recruitment, retention and rewarding of volunteers
- Communicate efficiently and effectively
- To increase the quality and quality of training, knowledge and qualification for volunteers

Key features of PHASE ONE

- The production of the resource materials will provide the basis for further action addressing the second phase of objectives.
- This will be produced by a specialist planning the future.
- In addition the initiation of the Website will need to be taken into account in the section as this is the key element of communication.

Timescale

March 2003 – April 2003.

PHASE TWO

Addressing the following objectives:

- To increase opportunities for more able and committed volunteers particularly young people
- Communicate efficiently and effectively
- To increase the quality and quality of training, knowledge and qualification for volunteers
- To reward at national and local level those who make a significant contribution
- Encourage clubs to develop volunteer coordinators and volunteer role specifications.
- To address inequality in the levels of volunteering

Key features of PHASE TWO

- The effective delivery of the strategy will depend on the appointment of a Volunteer coordinator as a part of the full time position with further responsibilities for coaching/officials Development.
- This person's role will be to work closely with clubs and local regions to implement, deliver and extend the training and the utilisation of the support/resource material.
- Working closely with partner organisations, particularly those involved in Step Into Sport, to make sure the recruitment of young and new volunteers is a smooth process.
- They will also make sure that examples of best practice are communicated.
- The development and sponsorship of national and regional rewards/awards will be a key feature of this phase.
- Targeting of specific clubs and regions to address inequalities

Timescale

March 2003 – April 2005.

PHASE THREE

Addressing the following objectives:

- To monitor and evaluate the effectiveness of the strategy

Key features of PHASE THREE

- The third phase will be to measure and evaluate the effectiveness of the action taken in the first two phases.

Timescale

February 2004 - April 2004. And
February 2005 - April 2005.

LEGACY

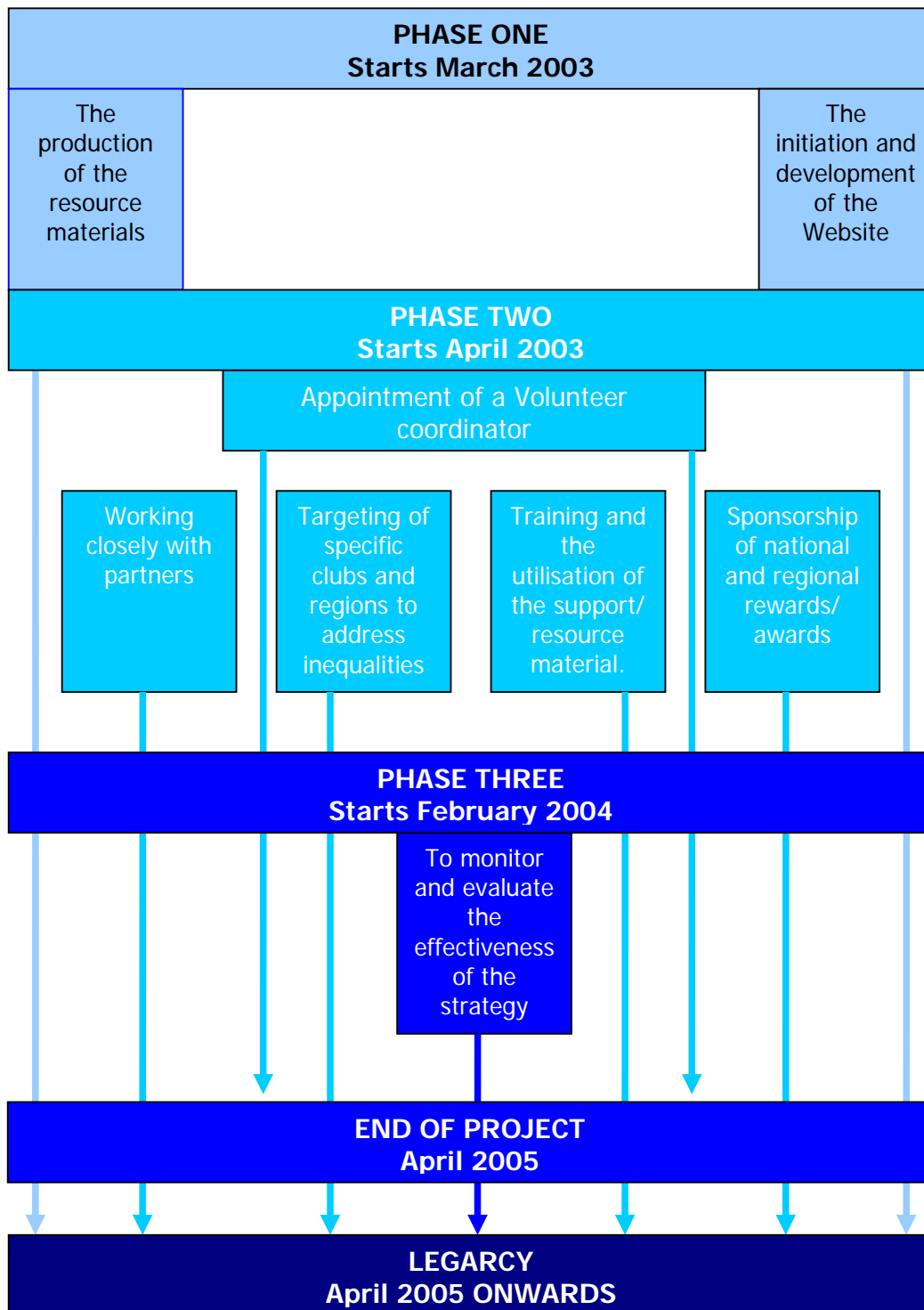
April 2005 – onwards

To ensure long term change to Lacrosse volunteering

Key features of the LEGACY

The long term will build on the resources and best practice from the previous two years to support the long term development, retention and rewarding of volunteers.

Resource implications – delivery diagram



10. Resource implications

Action	2003 – 4	Income	Expend'	2004 - 5	Income	Expend'
Staffing	Appointment of Volunteer coordinator to deliver Phase Two and Three	8000 - ELA 1000 - clubs	17000	Employment of Volunteer coordinator	8000 - ELA 1000 - clubs	17000
Resource production	Production of training and support materials		2500	Training materials update		500
Website cost	Design and development of volunteer section of the Website		500	Updating of Website		1000
Training materials and delivery	Production of training materials and coordination with existing courses		1000	Coordination with existing courses and delivery		2000
Awards	Seeking of sponsors for National awards	1000 - sponsors	1000	Seeking of sponsors for Regional and National awards	1500 - sponsors	1500
Revenue support for staff development	Provide travel and subsistence expenses to the volunteer coordinator. Production of materials	1000 – ELA 1000 - fees	2000	Provide travel and subsistence expenses to the volunteer coordinator. Production of materials	1000 – ELA 500 - fees	2000
Audit costs	Production of audit materials and production of results and comparisons		500	Production of audit materials and production of results and comparisons		500
Totals		12000	24500		12000	24500
Shortfall			12500			12500

11. Monitoring and evaluation

The project will be measured by the following methods.
Measurable outputs assessed on a yearly basis these will be as follows:

Outputs

Various outputs have been set into the strategy:

- Two hundred new clearly defined positions within clubs, regions and national structures.
- To have increased the number of under 19 volunteers to 15% of the volunteer force.
- An increase to 45% women of those volunteering.
- 58 new Club Volunteer Coordinator positions.
- 10 Volunteer development courses with new resources in each of the next two years

Resource materials

- Response from clubs and individuals via feedback forms
- Volunteer resource pack

Yearly audit

- Two further yearly audits along similar lines to the 2003 with club
- Individual audit that will be ongoing throughout the project via the Website
- This yearly audit will also form a basis of assessing the number of clubs taking up training opportunities

Communication

- Quarterly newsletter also published on the Website

Rewards

- Sponsored National and regional awards

Website

- Numbers visiting the volunteer section
- Numbers downloading the volunteer resources

Reporting

- The annual reports to the ELA National Executive Committee and the DCMS Volunteers in Sport project.
- Reports will also be published in Lacrosse Magazine and on the volunteer website.

Appendix 1

Line management of the project and job description of Volunteer Manager and role of Club Volunteer Coordinators

The Line Manager of the Volunteer Manager will be the ELA Director of Development and Coaching, who will oversee the day to day activities of the Volunteer Manager. The line manager will approve the weekly and monthly work schedule, assist in setting and monitoring targets and approve expenditure for the programme.

The overall co-ordination of the Volunteer Manager will be via the ELA technical committee and the DCMS volunteers in sport project. The ELA technical committee will oversee the project and receive all reports and monitoring information and provide the link to the ELA's National Executive Committee and Sport England.

It is the intention that the position will be part funded from three sources. English Lacrosse Association funds, Sport England Coach Development grant aid and Support from Sport England in the form of the Volunteer development programme.

Volunteer Manager Outline Job Description

Post:	National Volunteer Manager
Responsible to:	ELA Director of Development and Coaching
Job Purpose:	To co-ordinate and manage an increase in opportunity for the development of volunteers specific to Lacrosse through the delivery of the national strategies for volunteers, coaches and officials.
Remuneration:	£16,000
Contract period:	Two years.
Location:	English Lacrosse Association Head Quarters

Duties and responsibilities

1. ELA volunteer strategy.

1.1 To develop a system of volunteer co-ordinators based in local and regional bodies.

1.2 To create a service mechanism for the local and regional volunteer co-ordinators.

1.3 To identify, develop and promote volunteering materials and courses for use by the game of lacrosse.

1.4 To co-ordinate input into the game of Lacrosse into Sport England Running Sport project, the VIP programme and step into sport.

1.5 To support and assist the ELA's development programme with recruitment, volunteering and the development of young people.

1.6 To seek sponsorship for National Volunteer awards

2. Coaching and officiating

2.1 To promote and engage local clubs in the active implementation of coach and officials education courses

3. Communication

3.1 To develop a dedicated volunteer page in the ELA Magazine.

3.2 To oversee, enhance and keep up to date a dedicated website for volunteers.

4. Budget

4.1 To agree and manage a budget for volunteering.

5. Monitoring and evaluation

5.1 To provide reports to the new ELA technical committee and funding partners

5.2 To ensure that targets set in the ELA Volunteer strategy are measured

5.3 To oversee the annual audit of volunteers

6. Miscellaneous

6.1 Any other duties that should arise in the area of work that will assist in meeting the outcomes set and commensurate with the duties outlined above.

Club Volunteer Co-ordinators

Volunteer co-ordinators are a key to the success of the volunteer support programme for Lacrosse. These key volunteers will be identified from the national audit and then profiled by the volunteer manager.

The volunteer co-ordinators role description will be to;

- Provide an individual contact point in each lacrosse club and area.
- Provide a focal point in each club for development and recruitment of volunteers, VIP and NGB courses and information.
- Provide a local and regional monitoring and feedback service to assess the impact of the programme.

Young People

Young people are crucial to the future success of the game of Lacrosse. The introduction, recruitment and involvement of young people at local club level is a key target for the scheme and the association. The programme will encourage the local clubs via the volunteer co-ordinators to;

- Identify, via their local development plans, areas of involvement specific to young people within each club.
- Assist the volunteer co-ordinators in producing role specifications for their club workforce targeting the recruitment of young people to involve them in volunteer club work.
- Direct the ELA development programme staff to target the recruitment of young people, to lacrosse volunteering, when working in Schools, Colleges and Universities and link in with the “Step into Sport” initiative.
- Promote young people who have been successfully involved in club volunteering, so providing role models.
- Identify assessable NGB and VIP courses specific to young people (such as NGB basic coaching award, a club for all, etc.).