

Growing better youth work



A guide to **strengthening** your volunteer team

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The story so far...

how the guide came about

As part of the Moving Forward: A Strategy for Improving Young People's Chances Through Youth Work the Scottish Government made a commitment to work with the voluntary sector to develop an action plan for volunteering — recognising and valuing volunteers within the youth work sector.

The aim of Volunteering in the Youth Work Sector: An Action Plan is to support the youth work sector to deliver more choices and more chances for more young people through a stronger network of volunteers.

Youth Scotland, working with YouthLink Scotland and Volunteer Development Scotland, have been learning from volunteers, practitioners and organisations about what makes volunteering work and what resources, training and support is available locally and through national organisations.

We have based our work on principles that avoid 're-inventing the wheel' by starting with what is currently available, agreeing what works, and identifying gaps in how youth leaders and volunteers are supported.

Our findings tell us that there is a real desire to share resources and training and to find opportunities for connecting up across the sector. This Guide is one step towards this process.

We hope you enjoy using it as much as we have enjoyed producing it.

Carol Downie, Youth Scotland

Acknowledgements

Thanks to all those who have contributed to the production of the Guide, and a special thank you to the volunteers and organisations who participated in the local Café Consultation events which took place in the Scottish Borders, the Western Isles and Highland.

Thanks also to the teams at Youth Scotland, YouthLink Scotland and Volunteer Development Scotland, and Lesley Greenaway at Evaluation and Professional Development Services, who helped to bring this publication to life.

Growing better youth work

A guide to strengthening your volunteer team

Who is the Guide designed for and what is in it?

The Guide is designed for youth groups and organisations throughout Scotland, and is particularly aimed at groups which are led and run by volunteers. It has been created from the comments and feedback from a wide range of stakeholders, and provides an overall picture or framework of how volunteering works for different youth groups and organisations.

- We have taken each stage of the Volunteer Life Cycle¹ and learnt how this works in practice for youth groups and organisations.
- We have collected a wide range of existing resources and linked these to the life cycle.
- We have used case study examples to illustrate some key points, and have identified which local agencies can provide support.

The Guide is organised into seven sections each dealing with a distinct area of the Volunteer Life Cycle, so you can dip into the precise area that you want to know more about. We also provide a section to explain some important principles that you have told us about.

The **Resources Bank** www.youthscotland.org.uk is a database of searchable resources which support the different stages of the Volunteer Life Cycle, and is a partner tool to the Guide. Within the Guide we have highlighted a number of these resources to get you started. You can choose your own priorities within the Resources Bank where you will find a mix of online, downloadable and printed materials, many of which are freely available.

An important aim of the Resources Bank is to encourage better sharing and use of existing resources which different organisations have developed. In particular, we have highlighted the resources being developed through the National Voluntary Organisations Support Fund as a way to start developing more resources that can be transferred and used more widely across the voluntary youth work sector.

Who can provide information, guidance and support?

It is not enough to provide access to resources and materials on their own. Youth groups and organisations operating locally also need access to guidance, training and support. You have told us where you get support from, and we have asked these agencies to tell us about their role and the services and support which they offer.

The National Voluntary or Head Quarters Youth Organisations

These organisations all play an important role providing structure and guidance for their networks of members and organisations locally. They design tailored materials to support their groups and provide valuable training. These HQ organisations include for example: Boys' Brigade in Scotland; Girlguiding Scotland; Volunteer Development Scotland; LGBT Youth Scotland; Scouts Scotland; Venture Scotland; YouthLink Scotland, YMCA Scotland; Youth Scotland, YWCA and many others.

¹ The Volunteer Life Cycle model is taken from: Volunteering in the Youth Work Sector: An Action Plan, 2007, produced by the Scottish Government and available to download for free at www.youthscotland.org.uk



Local support organisations

In each local authority area there are agencies that provide a range of support to young people, youth work and volunteering. The following describes three of these agencies and the range of support that they provide. You should be aware that in each local area the range of support varies depending on local partnership arrangements, local resources and local capacity.

You can use this guide to help you to contact and connect to these local agencies.

- **Community Learning and Development Services (CLD)**

Community Learning and Development Services provide support to youth groups, needs-based youth work, and specific youth work programmes such as sport, drugs, homelessness etc. They provide information and advice services and training for young people including accreditation programmes such as Duke of Edinburgh's Award, Youth Scotland's Youth Achievement Awards, and Dynamic Youth Awards, and information, advice and training for youth groups on child protection, governance and fundraising. They also provide service level agreements with local partners to deliver services on local authority's behalf including some Youth Associations and some Volunteer Centres.

- **The Youth Scotland Network**

The Youth Scotland network provides support to youth clubs, groups and youth work providers through information, advice, events and training. Affiliation to the network of area associations provides youth clubs, groups and projects with access to disclosure checks, networks and training opportunities for workers and volunteers. It also gives free or reduced cost access to Youth Scotland's services and projects such as Dynamic Youth Awards and Youth Achievement Awards. These associations include: LAYC, Youth 1st, Youth Borders, Lewis and Harris Youth Clubs Association and Youth Highland.

- **Local Volunteer Centres**

There is a Volunteer Centre in every local authority area providing recognition and promotion of volunteering opportunities for young people through a range of partnerships and working with volunteer involving organisations as well as projects and initiatives such as the MV Awards. They provide advice, information, training and support to all volunteer involving organisations (including youth work organisations), and have specialist Youth Development Workers to enhance local volunteering practice. They recruit and place volunteers in volunteering opportunities, including youth work opportunities. The website www.volunteerscotland.org.uk used by Volunteer Centres is the Scottish Government's national portal for volunteering.

- **Partnership Working**

These agencies are involved with area-wide youth development partnerships, for example with Fife Youth Work Assembly, Angus Youth Partnership, the Edinburgh Youth Work Consortium and the Youth Work Platform in West Lothian. These more strategic initiatives are designed to raise local youth work issues and support the sector by encouraging more joint working.

One comment from our consultation captures why working in partnership is so very important.

"There needs to be more joint working and less 'competition' for resources particularly in small towns and in rural areas where youth workers and groups are often working with the same young people to achieve the same aims."

Useful contacts

The Youth Scotland Network

Youth Scotland works in partnership with Area Associations throughout Scotland to support local youth work. Find out how to get in touch with your local contact for your area using the following link or telephone number.

www.youthscotland.org.uk

Tel: 0131 554 2561

Community Learning and Development

YouthLink Scotland as the National Youth Work Agency in Scotland can help you find local and national contacts in the field of Community Learning and Development.

www.youthlink.co.uk

Tel: 0131 313 2488

Local Volunteer Centre Network

You can find the location and contact details for your local Volunteer Centre through the following website or telephone Volunteer Development Scotland.

www.volunteerscotland.org.uk

Tel: 01786 479 593

Local Councils for Voluntary Service

The Councils for Voluntary Service (CVS) network consists of 56 independent organisations that provide a range of development and support services to voluntary organisations across Scotland. Local contact information can be found through the Networks section of the Scottish Council for Voluntary Organisations (SCVO) website.

www.scvo.org.uk

Tel: 0131 556 3882

1

Thinking about the big picture... youth work volunteering

Much of youth work in Scotland relies on the time and skill of volunteers, and their willingness to contribute means that many young people have access to life-enriching experiences and learning opportunities. The overall aim of the Volunteering Action Plan is to support the youth work sector to deliver more chances and choices for more young people through a stronger network of volunteers.

In this section we explore the factors that contribute to making a stronger network of volunteers: who are they and what helps make their volunteering work? We show the different parts of a Volunteering Life Cycle as a whole and discuss how resources can be developed to become more user friendly.

Youth work volunteers... who are they?

What we have been learning about is the range and variety of volunteers and how they are involved. We found that many people who volunteer do not think of themselves as volunteers in a formal sense. They see their primary interest as wanting to contribute directly to the activities, opportunities and experiences of young people. A more familiar title for many is 'youth leader'. Whatever the title, there is an emphasis more on the activity and task and less on being a volunteer. In this Guide we have chosen to use the phrase 'leaders and volunteers' in an attempt to fit with a youth work perspective on volunteering.

We have also noticed that there is an important distinction to be made between: the leaders and volunteers of all ages who contribute to the youth activities, leadership and management; and young people who grow through a range of youth activities and experiences to become young leaders and volunteers in their own right.

In this Guide we have made this distinction in order to give a clearer picture of the different emphasis involved in supporting these two groups. Section 6 specifically describes developing young people as young leaders and volunteers.

The role of paid staff

From what you tell us there is an important role for paid staff in supporting leaders and volunteers in youth work. This can be part-time or full-time, and is often directed towards supporting the supporters, for example, providing volunteer support and training. Youth groups and organisations sometimes access specific funding for this or specific support from agencies such as Community Learning and Development.

What makes youth work volunteering work in practice?

We asked this question at all of our consultation events, and very quickly a set of shared answers began to emerge. They form a sequence with "providing opportunities, activities and experiences for young people" at the top. Have a look at the diagram opposite which shows how the following key points interact.

- **Having a shared purpose, understanding and commitment – a knowledge that young people matter**

What really makes youth work volunteering effective and worthwhile is when people act together to achieve one goal, directly supporting young people's growth and development; and having commitment and enthusiasm for this purpose.

Youth leaders' and volunteers' core purpose is providing opportunities, activities and experiences for young people to get involved; working with young people in the context of their whole life, and recognising that young people have something to contribute as young leaders.

And above all, this is fun, exciting and highly rewarding.

This core purpose is supported and enabled through some key factors:

- **Having a clear structure for training and support for youth leaders and volunteers**

Providing activities and opportunities for young people does not happen by magic. It is well recognised that there is a need for a structure to train and support youth leaders and volunteers such as 1:1 support and group meetings, access to training events and opportunities for further development. If training and development could be more transferable, then leaders could move more easily between organisations and different parts of the country, ensuring valuable experience and skills are retained within youth organisations.

- **Supporting youth groups and organisations**

It is also clear that as well as direct support and training for youth leaders and volunteers, there is a need to support the supporters. This means youth groups and organisations having access to a support infrastructure of skilled staff, volunteers, resources and materials. This support infrastructure can be provided through organisations such as Youth Scotland, YMCA, Girlguiding Scotland and Scouts and through local agencies such as Community Learning and Development; Youth Associations and Volunteer Centres.

- **Being connected**

A strong message through all our consultation is that you do not have to do it on your own. Get connected by tapping into national and local networks. This can help your group or organisation to keep up to date, and be part of a bigger picture. You told us that being part of a larger organisation such as the Scouts, Girl Guides or Youth Scotland, increases support and access to opportunities, and helps you to feel part of a bigger identity.

Young people matter

Providing direct opportunities, activities and experiences for young people.

Clear structure, training and support for leaders within the youth group or organisation.

Supporting the supporters.
Access to an infrastructure of information, support, training, resources and materials.

Being connected to national and local networks, being part of the bigger picture.

Youth Scotland Café Consultations A model for initiating connections between local youth groups and organisations

Early consultation work for the Volunteering Action Plan aimed to learn from youth leaders and youth organisations about what works for them in practice. The Café Consultation approach is a great way to get people talking about what they know in a very interactive way.

The first Café Consultation involved members of VOCOG – the Voluntary Organisations Chief Officers Group, and set about identifying resources, training and models of practice.

We then held a Café Consultation in three areas: Scottish Borders; Western Isles and Highland. Each event included a mix of representatives from organisations including: local youth groups and projects; Volunteer Centres; Council for Voluntary Services; Community Learning and Development Workers; local Youth Associations; Scouts; Guides and other voluntary groups.

The feedback from these events was unanimous: they had created space for local conversations and connections on areas and issues of common interest. There had been shared experience and dialogue that can be built on in the future.

These pilot projects were supported locally through a key contact who, with support from Youth Scotland, went on to gather case study examples and questionnaires from the participating groups and beyond. The information gathered has been used to create this Guide.

We went back to these areas a few months later for a follow-up session to feedback the key messages of what we had found and to look at how the Guide was shaping up. This also triggered new discussions about how groups come together to find collective solutions to shared issues.

Find out more about how to run your own Café Consultation at www.theworldcafe.com



The volunteer life cycle

An overview

Thinking about volunteering as a life cycle is one way to separate out the different elements involved. The diagram opposite shows how the different stages relate to each other in sequence, and importantly, how they contribute to the core purpose of youth leaders and volunteers: providing opportunities, activities and experiences for young people.

We also know that one size does not fit all, so it is important to adapt the Volunteer Life Cycle for your own youth group or organisation. We would encourage you to dip into the different areas of the Life Cycle to find out how to strengthen overall support for youth leaders and volunteers.

Through our different discussions we found that generally more attention is given to the earlier stages of finding new leaders and volunteers and helping them to make a good start. There is also considerable input needed to keep up with changing legislation, and whilst training and support are seen as the main tools for strengthening the volunteer teams, the capacity to do this within youth groups and organisations varies considerably.

To encourage longer term sustainability of volunteer teams, there needs to be more balanced input and support developed for group leadership, management and ongoing training and support. A key factor in sustaining strong youth groups and organisations is having a strong youth leadership programme.

Resources to help strengthen youth work volunteering

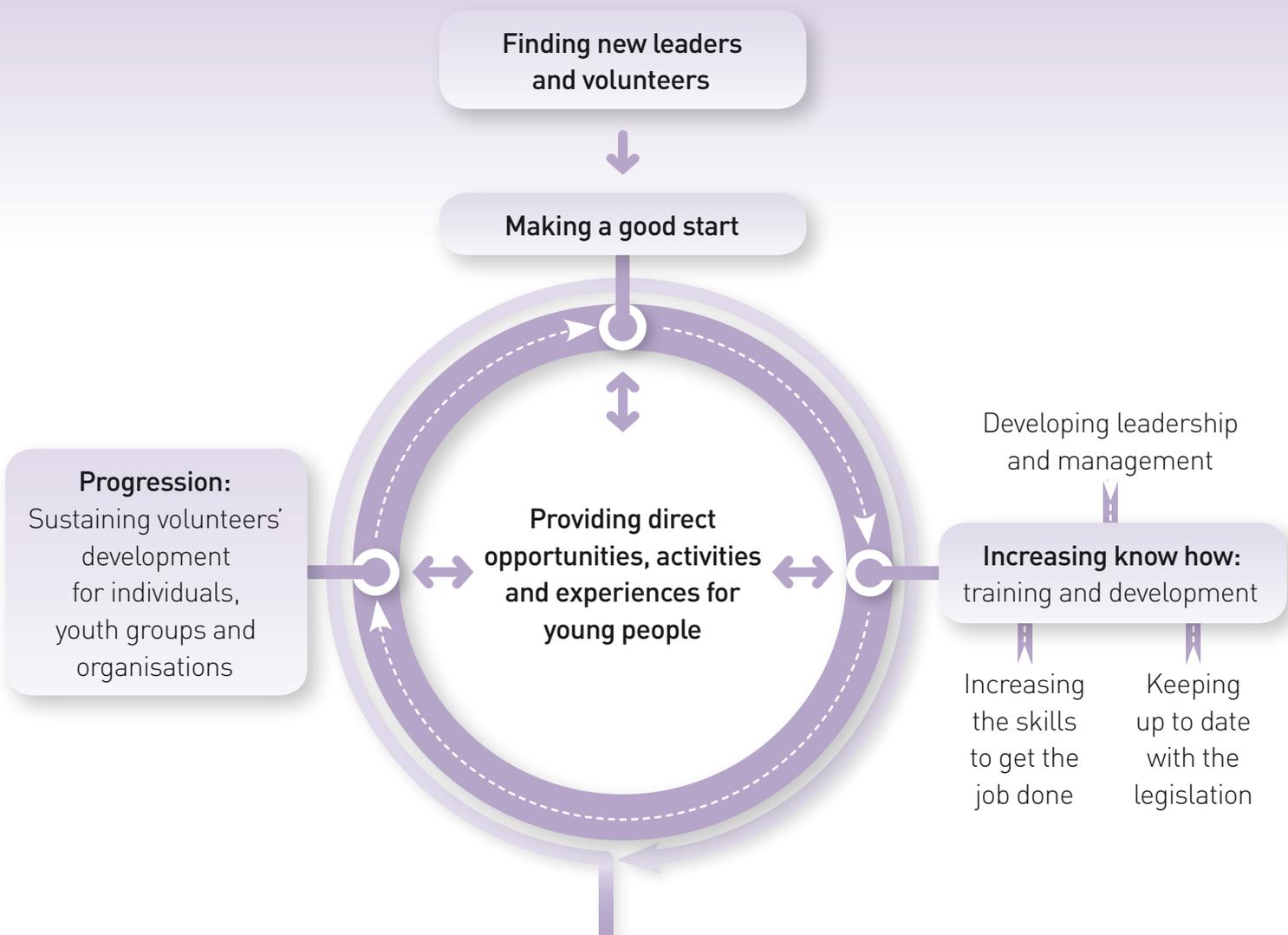
One of the main messages coming from our consultation has been the overwhelming desire for better sharing of existing resources, training and materials. The Resources Bank represents a first attempt to gather and organise the existing resources that we know about, and there is scope for developing resources in the future to make them more transferable to different settings and more useful to more groups. Within the Bank resources are linked to the different stages of the Volunteer Life Cycle.

Here are the main points identified for developing more useful resources, materials and training. They need to:

- 1. Be accessible, inclusive and volunteer friendly.**
This means: giving attention to the language used; providing formats which are more widely available such as online and free; and providing better access to local shared training.
- 2. Be well signposted,** especially as we found that there were many resources available that groups simply did not know about.
- 3. Provide progression** for individuals to help them see where training and resources connect to their role and own development either within their current organisation or external organisations they might want to volunteer with in the future.
- 4. Be linked to support** through, for example, peer mentoring.
- 5. Be relevant** to needs of individual volunteers, young people, groups and organisations within a youth work setting. This point emphasises the importance of resources, materials and training which reflect a youth work setting.
- 6. Be current and updatable.** This is important in a climate of changing requirements and needs.
- 7. Provide a mix of format and style** that is flexible for meeting different needs and learning styles.
- 8. Be tried and tested** resources and training must be high quality, worthwhile and valued.



The Volunteer Life Cycle for youth leaders and volunteers who contribute to opportunities, activities and experiences of young people



The importance of celebration...

valuing your leaders and volunteers is a continuous activity through the whole Life Cycle.

Developing young people as leaders and volunteers through youth work

The cycle or model for developing young people as leaders and volunteers follows a similar pathway. This is described in more detail in the related good practice publication 'No Limits' available from Youth Scotland.

Key messages:

- Be aware of the complementary roles of youth leaders, volunteers and support staff and local agencies such as Community Learning and Development.
- Review the framework that enables youth leaders and volunteers to provide opportunities, activities and experiences for young people.
- Get connected to wider inputs and support available locally and nationally.

Now take a tour of the Guide to see how you could strengthen your youth group or organisation.

2

Finding new leaders and volunteers

We know that finding new leaders and volunteers is an important and constant task. In this section we highlight what leaders and youth workers tell us about what works best; we answer some of your key questions; and we signpost you to resources.

How recruitment works for different youth groups and organisations

● Connecting to other networks

A key message is you don't have to do it on your own. You have told us about the importance of establishing links with other local organisations. Connect to your local Volunteer Centre which helps to match volunteers with organisations and links to the national portal for volunteering www.volunteerscotland.org.uk

● Using a range of different methods:

It is clear from what you tell us that finding new leaders and volunteers is a continuous and constant activity. It helps if you have a plan which uses a mix of different methods working together. The methods that you highlighted include:

- Using the media and local press for stories and adverts.
- Participating in local volunteer drives, open days and taster nights. Save the Children target their recruitment drives at local shopping centres and Freshers' Fairs. Volunteer Centres also hold local recruitment fairs where organisations can attend to promote their organisation and to recruit new volunteers.
- Using word of mouth, through peer groups of existing volunteers and staff.
- Targeting recruitment: Princes Trust use a pro-active approach, identifying what is needed and actively looking for individuals to fill those roles.
- Tracking changes of addresses as people move to different areas, this helps with passing on volunteers, and works well for the uniformed organisations.

● Volunteer-led recruitment:

Some groups told us about how they involve volunteers in volunteer recruitment. They also find out from young people what volunteer help and skills they would like to see; and they involve young people when recruiting other young people.

● Building on a personal affiliation to your group or organisation:

A good approach is to get volunteers that have some kind of connection with your group or organisation such as previous members, parents, relatives, people who identify with your cause, or who might want to develop

a career in youth work. Consider whether there is a community of interest for your group to draw on for example, a sports activity, specific skills, a faith group, or an environmental interest.

● Developing volunteers through your membership:

Youth groups and organisations enjoy the unique opportunity to 'grow their own' leaders by supporting young people to progress from being a member, to becoming a young leader. Young people become leaders within their existing group but they can also volunteer for a different organisation.

Developing your thinking beyond recruitment

It is not just about finding new leaders and volunteers. It is also important that you plan how you will involve them and support them at the start of their involvement. Here are some of the ideas that you told us about:

- Providing a 'Welcome Pack' for new volunteers, with key information about the organisation, their role and importantly what is expected of them as a volunteer.
- Completing the processes involved to ensure the safety and confidentiality for both young people and volunteers.
- Providing early opportunities for training and development.
- Helping them to feel valued and useful as soon as possible.

The disclosure process

Disclosure is a small but very important part of the recruitment process and adds valuable knowledge to recruitment in the same way that interview and references do. It is a system that helps to ensure the safety of young people and volunteers, so effective recruitment is crucial.

The Central Registered Body in Scotland (CRBS) is a service provided by Volunteer Development Scotland for helping to simplify this process.

If you have any queries, you can get further information about disclosure from the CRBS website www.crbs.org.uk or telephone 01786 849777.

National organisations such as Youth Scotland, Girlguiding Scotland, and Scouts Scotland, and local organisations such as the Youth Associations and the Volunteer Centres also provide support and access to the disclosure system as well

as more in depth child protection information. We are aware that the arrangements for disclosure are changing, so we are preparing a more detailed 'Disclosure Fact Sheet' available from Youth Scotland to help keep you up-to-date.

Visit the resources bank at www.youthscotland.org.uk



Getting Started	Youth Scotland, free download	Leaflet outlining the key areas to think about before starting a new youth group
Involving Volunteers for the First Time in 8 Easy Steps	Volunteer Centre Glasgow, free	Downloadable information sheet on involving volunteers in your organisation
Disclosure Fact Sheet	Youth Scotland, free download	Current information and facts about the disclosure process

As part of the work funded by the National Voluntary Organisations Support Fund, **Venture Scotland** are developing a Volunteer Handbook aimed at new volunteers including information for the recruitment and induction stages.

Key messages:



- Get connected to local networks and organisations that provide resources, information and training.
- Develop a mix of methods and approaches for finding leaders and volunteers.
- Think beyond the recruitment stage by being ready with your 'Welcome Pack'.

Community Partnerships Finding leaders and volunteers in the Western Isles

Volunteering is at the forefront of the Newton and Sandwick Partnership, which involves information and equipment sharing, training, fundraising, event and activity organising. There are in excess of 100 young people involved at any given time, 25 volunteers and one paid member of staff.

The main strength of this organisation is their ability to actively engage with all age groups and offer support to a number of communities by practical or physical means. Having a worker who has been trained in the recruitment and support of volunteers is an asset to this organisation, which is apparent in the volunteer base they hold. Many of their volunteers are specifically matched to a role, which offers confidence, value and self worth to all concerned. Networking and information sharing are also attributes of this organisation.

Volunteers feel valued, receive recognition and feel confident with their volunteering, and as a result, volunteer numbers are sustained.

YMCA Scotland: Borders Youth Trust Actively matching volunteers with opportunities and needs

In 2007 YMCA Scotland launched a blue-sky-thinking project in the Borders aimed at testing new ways of recruiting and engaging volunteers to work with children, young people and families. It was based on the premise that ordinary people in Scotland are kind-hearted and want to help those in need in their communities.

People were recruited by word of mouth on the basis of desire to help address need in their community, and a network of 120 'volunteers' was quickly established. Most of these volunteers have not been involved in youth work before. A network of health visitors, teachers, social workers and parents provide a steady stream of appeals for volunteers to contribute in their local communities.

YMCA also embarked on a needs assessment with partner agencies and organisations, churches and schools to highlight existing service provision and identify gaps in services.

As needs are identified, solutions are developed involving roles for volunteers. These volunteer opportunities are then offered and matched to the network of 120 volunteers and those willing are disclosed, trained and supported by YMCA staff. In this way about 40-50 volunteers have been actively engaged at any one time.

3

Making a good start

We know from the previous section that it is important for new leaders and volunteers to make a good start in their involvement. In this section we highlight a model for volunteer induction; we answer some of your questions; and we signpost you to resources.

How new leaders and volunteers learn about their role

Planning how to introduce new leaders and volunteers involves making some important choices and decisions that work for your particular group. Some youth organisations provide ready-made guidelines, or a 'framework' to help you plan the introductory process and some local groups develop their own in-house training and induction.

In planning an introductory programme for new leaders and volunteers the following choices and decisions can be highlighted:

- **An introductory period should provide both the volunteer and the organisation with a chance to explore:**

- Is this for me? What do I want to do?
- What do we need doing? Matching skills and interests with needs of the group.

Consider the role of an interview which may be particularly relevant for new volunteers entering work with children and young people. Volunteer Centres can carry out this initial interview work with potential volunteers on your behalf prior to signposting the potential volunteer to you.

- **Think about an appropriate balance between formal and informal:**

- Do you want light touch introductory sessions where there is: no obligation; an opportunity to experience; and use of taster nights?
- Should the introduction be more structured, but informal in style?
- Is it more appropriate to have a specific induction training programme, for example a 2-day course, an induction pack or group induction programme?

- **Plan for the introductory content, which can be organised around three headings.**

- Getting to know the youth group such as meeting other leaders and volunteers; getting to know the organisation; getting to know the role.
- Practical learning such as the basics of youth work; building relations with young people; the programme and activities.
- Information and Administration such as disclosure process, health and safety, claiming expenses.

Remember that people who offer to help want to start being useful and active as soon as possible.

- **There are different ways of learning that you can use for new leaders and volunteers:**

- Some organisations have a training course before being an active volunteer.
- Some organisations prefer learning on the job, using methods such as work shadowing. A lot of really useful learning takes place carrying out the voluntary role and complements what goes on in the training session.

- **Finally, it is important to plan in contact or support arrangements to help guide the introductory process.**

- Some organisations involve existing volunteers as buddies.
- Some organisations use more experienced mentors to guide learning especially where volunteers take on new roles, leadership or additional responsibilities.

A model for designing new leader and volunteer induction

A two-way checking out phase

Is this for me?
What do I want to do?
What do we need doing?

An introduction to the youth work environment

Content and process

Getting to know the group

Practical learning

Information and Administration

Next steps: beyond introduction

Doing the job!
Importance of support
Training and development
Increased contribution to young people

Your questions answered

Q. Too much red tape puts an emphasis on procedures and administration. How can we get a better balance of introductory activity?

You might find it useful to check your current introductory programme or activity against the four content areas given in the model to ensure a more even balance. As you review the area that covers administration, try to think carefully about the content: What *must* be covered? What *should* be covered? And what *could* be covered? In this way you will be prioritising content and may decide that some areas can be provided as information for a later stage.

Q. Volunteers are keen to give their time to actual volunteering rather than induction. How can we get them active as soon as possible?

Many organisations use 'on the job' training as a way to do and learn at the same time. This is a good approach for getting people actively volunteering very quickly. It can also make good use of skills and experience of your current volunteers. You do need to have good support and check points to make sure that it is working.

Visit the resources bank at www.youthscotland.org.uk



Volunteer Induction Checklist	Volunteer Centre Edinburgh, free	Online information sheet on inducting volunteers into your organisation
Good Practice Toolkit	Volunteering Centre Midlothian, free	Online guide with advice about defining roles and inducting volunteers
Up and Running	Youth Scotland, free to affiliated groups	Pack to support groups to develop good practice in youth work volunteer management

As part of the work funded by the National Voluntary Organisations Support Fund, **Children 1st** are developing and delivering a programme of eight-week induction training courses for volunteers. The charity will use its experience of volunteer training to make recommendations on developing best practice to prepare volunteers for working directly with disadvantaged and vulnerable children and young people.

Key messages:



- Review how your group carries out new leader and volunteer introduction against the model.
- Ask existing leaders and volunteers what they think about how to introduce new people, and how they could help with this.
- Check out the Resource Bank at least once.

GYP Borders

New volunteer befrienders' induction

GYP Borders is a youth project providing specialist support to vulnerable young people with social, emotional, or behavioural problems through: befriending; mentoring; group work and activities. Peter has been a volunteer befriender for 10 years and is their longest serving volunteer.

As a new befriender, Peter participated in an 'intake session' for volunteer befrienders. This induction session was provided by the organisation to support volunteers in their new role. The content of the 'intake session' focused upon child protection, boundaries, risk, activities, and family dynamics among other issues.

This was the first of a series of in-house training and support offered to befrienders. Prior to becoming a befriender, Peter was also subject to disclosure check and references.

Peter now contributes to the induction of new volunteers. He has also been asked by the project to contribute to the re-design of volunteer reporting forms to make them more 'volunteer friendly'.

Getting Started

Valuing New Adults in Scouting

The Scout Association recognises that more adult volunteers leave early on in their appointment because of poor induction and support, and have developed a method to help reverse this trend. New adults now understand their role, have support and feel valued.

A new adult joins the association looking forward to a new challenge. All new adults are immediately given a Training Adviser who acts as a buddy for the new adult and works alongside them to ensure that their training needs are met. In addition all new adults complete three training modules:

- Essential Information covers policies and procedures that an adult has to work within.
- Personal Learning Plan covers the needs of the individual, matched to skills and knowledge.
- Tools for the Job is the immediate training that ensures core skills for the role are met helping the individual to feel comfortable in the role.

All of the material for Getting Started Modules is available as a Course but is also available as a DVD/Video and on an E-Learning Module. This ensures that regardless of how you prefer to learn, there is a method that suits you.

4

Increasing your know how: training and development

Training and development are very important for increasing the confidence and competence of individual leaders and volunteers, and also increases the capacity of youth groups and organisations to provide better opportunities and experiences for young people. Over the following pages we have divided training and development into three parts focussing on: increasing skills to get the job done; keeping up to date with legislation; and leadership and management development.

Part 1: Increasing skills to get the job done

Increasing skills helps leaders and volunteers to feel equipped and confident in their roles, allowing them to perform to the best of their abilities. From what you have told us it is clear that training and development is more than a list of courses and workshops. In the following section we highlight different elements starting with the need for a planned approach.

How leaders, volunteers and voluntary youth organisations increase their skills

- **Having a planned and co-ordinated approach to training**

We know that there are big demands on people's time and funding to provide training. So it is important to spend time on planning in order that training is more relevant and that you make better use of your resources.

The approach used by Lewis and Harris Youth Clubs Association starts with finding out from volunteers what they need, and matching this with what the group needs. This is also referred to as a training needs analysis, and it provides you with an overview of the different ingredients of training for individuals and for the group.

It is also important to track people's progress, so that you have a clear picture of the group's skills, and individuals have a personal record. For example, the Scouts use training plans for adult volunteers with personal training advisors.

Also think about how knowledge is passed on to others after a training course either through a meeting, a fact sheet or holding your own training session.

- **Different skills areas**

Training and development can be organised around different skills or content. A first 'content' area is basic introductory training or induction. This was covered in Section 3 Making a Good Start. Beyond introduction, skills can be grouped under three headings. The following table shows examples of content for each skills heading.

Youth work skills such as:

Youth Work: the why, what and how
Programme planning for youth groups
Games training
Conflict resolution
Equality, diversity and racism training

Specialist skills such as:

Mountain Leadership
Sports coaching and leadership
Audio visual training
Child protection
First Aid
MIDAS

Volunteer management skills such as:

Recruiting and supporting other leaders and volunteers
Training leaders and volunteers

- **Different learning approaches and methods**

Using different methods for training provides choices for individuals and helps to resolve some of the practical barriers like demands on personal time, travel distances and costs, especially for rural and island communities.

Different methods used include:

- Courses and conferences are good for interaction with other youth leaders and helps share good practice.
- Distance learning methods using resource packs and learning modules are good for focused individual learning but can be difficult for self-motivation.
- New formats of online learning and dvds provide wider access to materials and are great fun to use, but it is important to provide guidance or support for them to work best.
- Structured learning programmes leading to qualifications in youth work, and volunteer management.

● **Who provides training**

Many organisations develop their own in-house training, using the skills of volunteers and specialist trainers. An approach to think about is the potential for leaders to become trainers which also increases the capacity of the organisation.

Training is also available from different support agencies, for example: Youth Scotland have a menu of training available to youth groups and organisations and Youth Associations provide direct training for local youth groups; Volunteer Centres provide local training and/or advice in volunteer management; Community Learning and Development services provide training in child protection and health and safety; National organisations such as the Scout Association, Girlguiding Scotland, and YMCA Scotland provide a range of training for their members.

Visit the resources bank at www.youthscotland.org.uk



Increasing Volunteer Effectiveness Through Training and Development	Volunteer Centre Network Scotland	Training for volunteer involving organisations
The Big Picture	SCVO, free	Online resource helping organisations to identify learning needs
Volunteering Policy	Venture Scotland, free	Includes a section on the training offered to Venture Scotland volunteers

As part of the work funded by the National Voluntary Organisations Support Fund, the **Scout Association** is developing a skills training programme and resources to support adult volunteers working with young people.

The **Scottish Christian Youth Work Forum** are running a Deep Impact training conference for youth work volunteers, following the conference a selection of the seminars will be available online.

Lothian Association of Youth Clubs Supporting better practice

LAYC is an umbrella organisation which supports affiliated youth and children groups in the Lothian area to sustain and develop their services and practice.

As part of a package of support LAYC provides access to training, the aim of which is to build confidence, develop skills, improve practice and enhance staff and volunteer retention.

The training programme covers a range of skill and knowledge based areas formed around the themes of practice, policy and development. Some 30 short courses are offered over a calendar year attracting over 400 attendances from around 75 youth and children groups.

Courses are designed to have clear learning outcomes, are practice focussed and are relevant to the needs of groups and staff. Courses are also affordable both in terms of cost and time. A low flat fee is charged across all courses and short courses are delivered in 2 hour blocks over evenings and weekends. All participants receive an attendance certificate that states the course title and learning outcomes achieved.

A course evaluation system monitors quality, impact, and helps determine any changes and new courses.

Recognition is given to participants who regularly access training with the recent introduction of a series of awards that recognise commitment to improving practice.

Key to the success of the short course programme are: relevance, accessibility and quality.

ACT Progressive learning within a structured system

ACT – A Consortium of Training for Community Learning and Development, is a partnership consisting of the Scottish Borders, Midlothian, West Lothian and Dumfries and Galloway local authorities, together with the Craigmillar Capacity Building Project.

ACT has a progressive and structured system of learning in Work with Young People, Work with Adults and Communities and Work with 5-12 year olds. Courses are credit-rated and levelled within the Scottish Credit and Qualifications Framework.

It offers a framework of training suitable for the needs of part-time and voluntary workers within the field of community learning and development. The training aims to provide part-time or voluntary workers with:

- background knowledge of the context to their work
- the key principles of their specific area of work
- their roles and responsibilities
- elements of group work and one-to-one work
- good anti-discriminatory practice.

Part 1 continues on the next page →

Volunteer Development Scotland Training in volunteer management skills

Volunteer Development Scotland (VDS) has two accredited programmes in partnership with the Scottish Qualification Authority (SQA):

- Coordinating Volunteers at SCQF level 6
- Management of Volunteers at SCQF level 7
- Managing Youth Volunteering is a stand alone unit within Management of Volunteers

This programme is aimed at those working with and managing young volunteers. The learning assists participants to plan effectively for involving, supporting and managing young volunteers in the organisation by:

- Building an understanding of why young people volunteer.
- Reflecting on the structures for supporting young volunteers.
- Identifying and assessing your own competencies in working with volunteers.
- Exploring boundaries and managing transitions with young volunteers.

Key messages:

- Use a planned approach to training and development for individuals and for your organisation. A needs analysis with local partners can benefit the wider youth sector.
- Create your own table of skills development.
- Find out about local training provision and tap into the resources provided in your local area.



Part 2: Keeping up to date with legislation

Legislation is an area of concern for voluntary youth groups and organisations. It is difficult to keep up with changing legislation in areas like employment law, charity regulations and child protection, and in a society that seems to be getting more and more risk averse, it is harder to find and keep youth leaders and volunteers. This makes it important for youth work organisations to understand the requirements of legislation and to have effective support in meeting these. In this section we outline how youth groups and organisations do keep up to date with legislation, and highlight a range of resources that can support this.

How leaders, volunteers and voluntary youth organisations keep up to date with legislation

● Tailored information and resources for local groups

Scottish national organisations and HQ staff support local groups by providing access to specific resources and training, keeping their groups and members up-to-date. For example: the Scouts Association has an Information Centre with a telephone helpline, and Girlguiding Scotland hold training and provide information sheets to communicate legislation and requirements.

An important feature is that the national organisations all filter complex information about legislation before it goes to local groups, leaders and volunteers. So the information is made available in more accessible and easy to use formats.

Your group may not be affiliated to a national organisation, but you can still access many free resources and fact sheets from different websites. Just have a look at the examples given in the Resources Bank.

● Local support agencies

Another source of training and support comes from local support agencies. Community Learning and Development services provide training in topics like child protection, health and safety, food hygiene and first aid training. The Youth Associations provide access to training and help groups with disclosure checks. Local Volunteer Centres can provide information and training in child protection and risk assessment with local volunteer involving groups.

These levels of national and local support highlight the role of paid staff in supporting voluntary groups, and the need for resources to be invested in this type of infrastructure support.

● Developing local practice

Resources work best when they are supported through discussion and sharing of practices. Local leaders in the Western Isles meet together to share their practices and to learn from each other. They learn about different resources and they pass on ideas and tips to other leaders about templates and models that work for them. This type of support network is a good way to get more



out of the resources that are available, and it helps smaller organisation to feel less isolated.

● **Information and resources**

The sort of resources that groups tell us work best are where information has been simplified and adapted to a youth work setting. Fact sheets and online material help to keep information up-to-date and easy to use templates which cover topics of common interest also save duplicating effort.

Visit the resources bank at www.youthscotland.org.uk



Child and Vulnerable Adult Protection Procedures	Sportscotland, free	A collection of online information sheets on child protection and disclosures.
Online POCSA training	CRBS, free	The Central Registered Body in Scotland provides free Disclosure checks for volunteers in the voluntary sector and training and support for organisations processing disclosure forms.
Safe and Sound	Youth Scotland, free to affiliated members	Resource pack and training containing information and advice for groups about child protection, recruitment and selection and includes details of new legislation.
Charity and Trustee Investment in Scotland Act	Institute of Fundraising, free	Online information about the Act and links to more information.

The four uniformed youth organisations are working on a modular training programme for volunteers in all four organisations, the modules will cover supporting volunteers, building and maintaining relationships, and policies and legislation relating to working with young people.

Key messages:



- If you are not already affiliated to a national HQ organisation, find out what is available and join, then find out how they can support local youth groups.
- Find out what support is available from local agencies like Community Learning and Development services, the Youth Associations, or your local Volunteer Centre.
- Access free online information about legislation from the Resources Bank.

Youth Scotland's Safe and Sound Supporting safety in youth groups locally

Demands on youth groups to comply with legislative change have led to increased demand for training, support and information. Youth Scotland is committed to supporting youth groups, in particular volunteer-led groups, through these changes and ensuring access to training and up to date information.

Safe and Sound training and resource pack provides a framework of good practice and helps youth groups understand their responsibilities in providing a safe youth work environment. It is free to all affiliated groups, designed for workers and volunteers with limited time and no background knowledge, includes sample policies and forms, and is updated when new legislation is implemented. Youth Scotland also provide access to disclosure checks for youth groups.

"Youth Scotland's Safe & Sound and Up & Running Toolkits have been recognised as 'bibles' for voluntary groups. Accompanying training has raised confidence in volunteers tackling issues." Volunteer Youth Worker.

YMCA Scotland: Borders Youth Trust Reducing the perception of risk

A YMCA Scotland consultation in 2006 identified several concerns across the Scottish voluntary youth work sector in relation to volunteering. A growing number of Board member volunteers were anxious about their personal protection, trustee insurance and exposure to risk. It was becoming increasingly difficult to recruit volunteers due to the perception of personal risk and liability.

Where the YMCA Scotland Youth Trust has been a real success is in the approach to risk that can be described as follows:

- Risks do exist for both the volunteer and the child or young person.
- These risks should not be seen as a threat to the volunteer but as something to be aware of.
- The YMCA Scotland organisation is experienced in identifying and managing these risks and can reassure volunteers that good procedure protects us.
- The benefits gained from volunteering with children and young people far outweigh the risks to the individual volunteer.

Many people in Scotland want to help those in need in their communities. Where the voluntary sector can identify those in need and how this help can be delivered, there will be volunteers willing to engage as long as the perception of risk is properly managed.

Part 3: Leadership and management development

Youth leaders and volunteers get involved with youth groups and organisations to contribute directly to opportunities, activities, and experiences for young people. Young people involved in activities can be supported in developing their skills in young leader roles. Clearly all this activity and development does not happen by chance. Somewhere in any youth group or organisation there is a need for coordination and management of people, activities and resources. This highlights a distinct area of leadership and management development to support and guide those volunteers who find themselves in roles requiring new and different skills.

This section explores how leaders and volunteers can be trained to take on management positions within their organisations.

How is leadership and management developed in voluntary youth groups and organisations

- **Leadership and management skills – what this includes**

In Part 1 Increasing Skills to Get the Job Done, we identified three skills areas for developing youth leaders and volunteers: youth work skills; specialist skills; and volunteer management skills. In Part 3 we are suggesting an extra group of skills development which relates more to the decision making, coordination and direction of the youth group or organisation.

Leadership and management includes:

- Committee or Board skills.
- Planning and coordination skills.
- Volunteer support and management skills.
- Knowledge and awareness of legislation and policy affecting youth groups and organisations.

- **Methods and approaches**

These skills can be developed in a number of ways: through training courses, for example Volunteer Centre courses in volunteer management; through informal on-the-job training, through mentoring style relationships or through peer support.

In addition, there are online resources and information available to support leaders and managers. Some are listed in the Resources Bank.

There are also charitable trusts which support leadership and management development such as the Lloyds TSB Capacity Building Fund.

- **Role of paid staff**

This type of infrastructure support is often provided through paid staff in local and national HQ organisations. For example in the Scottish Borders, YouthBorders and the Bridge CVS are working together to develop local support materials for committees and boards. A local support worker can also provide guidance and input to committees and key individuals about specific issues like legislation and policy. Some groups and organisations have access to project funding which is often used to provide direct input and/or support from paid staff in, for example, volunteer recruitment, support and training.

- **Involving others in leadership and management**

Everyone in the youth group or organisation has an interest or stake in the leadership and management including young people, volunteers, staff, parents and the wider community. More often a Committee, Board or management group take forward plans and decisions on behalf of the group, but increasingly there is more participation and involvement of all the stakeholders through for example consultation and discussion.

Visit the resources bank at www.youthscotland.org.uk



Trustee E-Learning	Governance Hub, free	Online modules looking at trustee responsibilities, effective meetings, financial management, and evaluation.
Good to Great	Volunteer Centre Edinburgh	Training to support volunteers who are members of management committees or Boards.
Guidance for Charity Trustees	OSCR, free	Information about trustee duties and responsibilities and good practice examples.
Bored meetings?	Youth Scotland	Pack and accompanying training supporting workers and young people to improve their skills in group decision-making.

As part of the work funded by the National Voluntary Organisations Support Fund, **YMCA Scotland** is developing Positively Board, a training programme for Board members covering the main elements of running a voluntary organisation and is developing an interactive website and toolkit to support the management of organisations.

Bored Meetings?

Supporting young people to participate in decision making processes

Youth Scotland offer various resources and training programmes to groups and young people to support participation in decision making and the management of groups.

'Bored Meetings?' is a resource and training pack designed to support workers and young people to develop the skills and confidence needed to participate in formal and informal decision making structures and improve group decision making skills.

The pack was originally devised and delivered by EVOC and the Edinburgh Youth Social Inclusion Partnership in response to demand from young people for training to increase their confidence and skills in participating in decision making processes. It was inherited by Youth Scotland in 2006. The pack includes a variety of tools and activities, and accompanying training to deliver the pack is offered to workers.

'Bored Meetings?' is free to all affiliated groups, comes from the ideas of young people, and young people's involvement in the training can be accredited through Youth Scotland's Youth Achievement Awards.

"I thought the training was excellent, it has given me lots of ideas!" A participant of a 'Bored Meetings?' training workshop.



The Big Picture

Supporting groups and organisations to plan their direction

The Big Picture is an organisational development framework developed by SCVO. It has been designed to help voluntary groups and organisations to think about every aspect of their organisation and its work, and to take action to improve it.

The Big Picture can be used in a number of ways, for example, as a framework to assess your organisation and to identify gaps for development.

One of four sections focuses on 'Direction' and breaks this down further in relation to some key areas of leadership and management.

'Direction' is about where your organisation wants to go, how you plan to get there, who leads and how fast or slowly you travel. It sets the agenda within which you make things happen.

- Governance: is about how we organise decision making to ensure that the organisation is well managed.
- Purpose: is the statement of our reason for existing and our vision for the future.
- Strategy & Policy: strategy is how we decide to use existing and potential resources to achieve our stated purpose. Policy means the guidelines we set ourselves.
- Staffing: is about deciding what kind of people we need and how they should be organised. It is about the way we recruit, recognise and reward our people.
- Culture: is our 'unwritten rules' i.e. "the way we do things around here".
- Legislation & Regulation: means knowing and fulfilling our obligations and liabilities.

The Sneak Preview provides an introduction to the Big Picture and is available at www.thebigpic.org.uk

Key messages:



- Have a discussion about how leadership and management work in your youth group.
- Review how leadership and management skills are developed and supported.
- Identify local sources of guidance and support, and find at least one resource from the Resource Bank to help guide you in this.

5

Progression: sustaining volunteers' development

An area of support and development that often gets forgotten is how leaders and volunteers are helped to progress in their role. It is also important to think about how youth groups and organisations are supported in their learning and development, especially the smaller ones who can often feel isolated and unsupported. In this section we have explored some key ingredients that shape this process of continuing support.

How volunteer progression works for different youth groups and organisations

● Supporting progression for youth leaders and volunteers

Beyond the introductory stages for youth leaders and volunteers, there are different approaches used to support continuing development. There is an emphasis on approaches that are flexible and tailored to individual needs and interests. Where a youth leader sees a future professional development opportunity, there is a need for a clear pathway for that development. For others, informality and spontaneity are important when responding to development needs or requests.

Many organisations involve experienced leaders as support buddies to help guide the continuing development process. This approach can provide a development opportunity in itself for experienced leaders.

The progression 'mix' includes information, training and support. Youth leaders and volunteers need to be informed about what is going on, and organisations can benefit from the ideas and input from its leaders and volunteers.

Supported training opportunities provide ways to refresh and update skills of youth leaders and volunteers. The national HQ organisations have a role in providing training, resources and guidance to support local action. This is illustrated in the Girlguiding Scotland example.

The range of opportunities for training can include: on the job support; distance learning; online learning; skills development; traineeships; networking; conferences; and taking up new responsibilities and challenges.

● Supporting progression for young people

There are a wide range of structured models available for supporting the development and progression of young people. Youth Scotland's Youth Achievement Awards and the Duke of Edinburgh's Award provide a progressive pathway through different levels. MV Awards and Youth Achievement Awards for Volunteering specifically support and recognise a young person's volunteering. Other models provide mentoring support for young people like the Scottish Youth Parliament and Oxfam's Roars not Whispers peer leaders project².

● Supporting youth groups and organisations

Providing ongoing development for youth leaders and volunteers is a great way to strengthen your youth group or organisation as it also builds the organisation's capacity. This should not be a random activity, but a more planned approach to the future needs and direction of the youth group or organisation.

Some important strategic questions for you to consider are:

- What are our future plans and aspirations for the group?
- How will we achieve these? What are the stepping stones?
- What resources, support and help do we need?
- Who can help us?

There is an important role for local support agencies and national HQ organisations.

Youth Associations provide training input and networking meetings. National HQ organisations like Youth Scotland and YouthLink Scotland provide training, guidance, events and conferences.

Supporting the leaders in a more structured way, mentoring can provide critical guidance and support for key people in leadership roles such as the Chairperson, the Executive Officer, or lead staff in the local youth organisation.

² More detail can be found in the Youth Awards booklet and No Limits.

Visit the resources bank at
www.youthscotland.org.uk



Volunteer Managers Handbook	Volunteer Centre Edinburgh, free	Downloadable guide on all aspects of volunteer management
Volunteer Managers Learning Zone	Volunteer Development Scotland, free	Online Learning for Volunteer Managers including sections on recruiting, supporting and developing volunteers
Young Leaders' Scheme	Scouts Scotland	Online information about scheme supporting the development of young volunteers
Help for Clubs	Sportscotland, free	Online information about recruiting, inducting, training and supporting volunteers

Key messages:



- Supporting progression for youth leaders and volunteers is important, think about the progression 'mix' available in your youth group or organisation.
- Review the key strategic questions for your group or organisation.
- Find at least one of the resources in the Resources Bank.

Girlguiding Inverness-shire A guided approach for new leaders

Girlguiding Scotland provide leadership training for new leaders through their in-house Leadership Qualification. This involves on-the-job training, following the structured work book and supported by an experienced mentor.

The leadership role can be quite demanding for the new leaders, so Girlguiding Inverness-shire have been working on a summary leaflet to help simplify this process. They have devised a simple 'to do' list to work alongside the Leadership Qualification. Each new leader also has a mentor, who is an experienced Guider or a District Commissioner to help.

The mentor makes at least two visits to the Guider and is also available via telephone or email. There is opportunity for discussion, such as how to help a parent with a query and encouraging the Guider to attend training and wider guiding activity.

YouthBorders and the Bridge CVS working in partnership

A model for smaller organisations to benefit from the input and skills of larger organisations in the Scottish Borders

YouthBorders was formed in 2007, through a merger between Borders Association of Youth Clubs and Borders Voluntary Youth Work Forum. The aim of YouthBorders is to ensure high quality and consistent youth work provision for all young people across the Borders by:

- Improving the sustainability of youth work providers in the Borders
- Sustaining a consistent standard of youth work provision in the Borders
- Youth work providers improving their ability to engage and sustain the participation of young people in relevant networks
- Improving the ability of Youth Borders to build a strong youth work sector in the Borders

In order to achieve this YouthBorders partnered with the Bridge CVS who have a dedicated Young People's Development Worker and aim to support youth projects and clubs. YouthBorders focuses on the practical issues of youth work support, and the Bridge on governance and organisation sustainability. Jointly the organisations have produced a youth work tool kit to support a full range of issues faced by youth clubs and projects. Through working together, YouthBorders and the Bridge CVS hope to be able to support youth projects in a holistic way, with a shared goal of ensuring high quality, consistent, and sustainable youth work opportunities in the Scottish Borders.

Volunteer Centres ongoing support to volunteer involving organisations

Volunteer Centres describe how they provide ongoing support to volunteer involving organisations:

- They identify needs and offer assistance to groups as they emerge as users of volunteers.
- They can help give tips on attracting and managing young volunteers.
- In rural areas, Volunteer Centres work closely with less formal community groups to support events, recruitment and volunteers.
- Volunteer Centres also provide opportunities for shared learning between organisations through volunteer managers/coordinators networks.
- Training for volunteer managers is delivered in a way that encourages participants to share good practice and make connections to support their work.

6

Developing young people as leaders and volunteers through youth work

Young people play a unique role within youth work when they develop from being members and participants to taking on responsibilities and developing their skills and experiences as young leaders. The Volunteering Action Plan recognises this through its goal for more young people to be supported as they develop from being members to becoming volunteers.

In this section we provide an overview of how youth groups and organisations support the development of young people. This is followed up in more detail in a separate leaflet 'No Limits – Volunteering as a Model of Youth Development' available from Youth Scotland.

How voluntary youth groups and organisations develop young leaders and volunteers

All of the people we talked to agreed that engaging with young people from the point of their interest, such as arts, media or sports, provide the best starting point for developing leadership and volunteer roles.

Here are some of the core features which shape development programmes for young people:

- **Getting young people actively involved at an early stage**

This means involving them in service delivery, activism, peer-led work and leadership roles where young people can plan and develop their own direction.

- **Using training in developing young people**

Training provides a very structured way to provide development for young people. It has the benefits of a social and interactive setting for learning, and is linked to clear knowledge and/or skills areas related to a particular interest, for example sports coaching and leadership. Some organisations develop their own in-house training, but for many it is helpful to tap into existing provision, for example the national HQ organisations often provide youth training programmes.

- **Role of recognition and Awards**

Recognising a young person's contribution of time and skills provides an important incentive and feedback to young people. Recognition is even stronger when it is valued opinions from the community and/or peers. Award schemes provide interest and progression for young people, and offer programme structure and ideas for youth groups and organisations. Awards such as John Muir Award, Youth Scotland's Dynamic Youth and Youth Achievement Awards, Duke of Edinburgh's Award and the MV Awards are all well recognised and well supported.

- **Role of adults as mentors and supporters of young people**

This role allows for a more flexible response to young people:

- identifying their individual needs
- developing a young person's skills through shadowing
- providing positive role models and opportunities to learn
- reviewing and guiding individual development
- signposting relevant opportunities, experiences and roles.

- **Planning for progression**

Progression and development pathways can be built into opportunities and programmes for young people. Clearly structured progression routes are available through uniformed organisations, or by linking in with other organisations locally.

- **Importance of supporting a transition stage for young people**

In the model of young people growing from member to young leader or volunteer, there is a great opportunity for personal development and increased expectations. It is also important to provide preparation and support for young people to help them to look at boundaries, professionalism, and their change of role.

There are also challenges presented by this transition. It is a bit like wearing different hats, a participant hat and a young leader hat, and it needs to be clear for the young person, other young people and leaders which hat is being worn and when.

Your questions answered

Q. How can we retain young people or maintain their interests when they leave the area?

It is important to realise that young people will and do move on, but also that they can make new connections and contributions to youth groups and organisations. There is a need for connecting young people with youth organisations in areas where they move to. This type of follow-up works best where youth organisations have a wider network of groups such as youth clubs, Girl Guides, Scouts and sports groups.

Q. What different Awards are available for young people and how do we choose which one?

We have highlighted a number of Awards programmes in this section, but you can find out more about these different programmes in the Awards Guide available from Youth Scotland.

Visit the resources bank at www.youthscotland.org.uk



Keep it Real	Youth Scotland	Pack supporting youth participation
Involvement Training	Youth Scotland	Training programme supporting young people to become involved in the management of their groups
Youth Leader Training	Boys' Brigade	A generic youth work course supporting young people to become leaders

No Limits – Volunteering as a Model of Youth Development, **Youth Scotland**.

Young Volunteer Development Developing young presenters

Jane is a volunteer with WIRED, a young person's weekly radio show on Radio Borders, supported through Dialogue Youth. Jane's role is a Volunteer Support Worker to the young presenters and reporters on the show. There are currently three presenters and four area reporters working on WIRED, Jane supports these young presenters, whilst she herself is supported by the Dialogue Youth Workers.

Jane's involvement with WIRED was as a young presenter on the first show. Last year she moved away to begin a university course, but after finishing first year she realised that it was not for her, and returned to the Borders to re-think her plans. She got in touch with the Dialogue Youth Workers in the area to ask for work experience as a volunteer. She started volunteering with WIRED to support young presenters with preparing interviews, using the equipment etc, but has since taken on more responsibility by contributing to the future planning of the project.

Jane's volunteering experience has been really positive as she feels she is able to do something that is benefiting young people, she has benefited from her experiences of responsibility; and the support from the Dialogue Youth workers.

Youth Voices, Western Isles Looks good on the CV!

Youth Voices is set up to encourage participation for the 14+ age group in the Western Isles and to give young people the opportunity and confidence to have their say within their communities. Groups are youth led with assistance where necessary from a youth worker.

Peer led youth groups highlighting local youth issues is the core to Youth Voices. Currently, they highlight issues at their local level, which in turn are taken to Youth Council and then if appropriate, on to Youth Parliament for discussion.

In addition, Youth Voice membership offers organisational and committee skills, all members become committee members upon joining, with some elected as office bearers holding positions. In addition to this, the groups promote themselves by assisting within their communities, recruiting new members and fundraising.

The Youth Voice members feel valued, gain confidence and have received recognition locally through Awards for their volunteering. Members appear to appreciate that membership of such a group 'looks good on the CV/UCAS form!'

Girlguiding Scotland A model of development for different age ranges

The Girlguiding movement operates locally, Scotland-wide, UK-wide and internationally, and has a well developed progression route for young people. There is a clear emphasis on leadership and responsibility for older young people.

- 5-14 years. Learning by having fun. Badge work builds confidence in trying new skills.
- Age 14-26. As a member of the Senior Section, she can assist with a Rainbow, Brownie or Guide Unit and take part in any Senior Section opportunities.
- Age 16 – can start work on the Leadership Qualification.
- Age 18 – run a Unit (Rainbows, Brownies, Guides or Senior Section).

There are also international, community action and personal development opportunities.

Key messages:



- Start developing young leaders by focusing on their point of interest.
- Review the role of adults supporting young people, there might be new opportunities for existing leaders and volunteers.
- Manage and support young people through the transition stage.

7

Importance of celebration Valuing your leaders and volunteers

Our final section emphasises the importance of recognising volunteers for the contribution they make to young people's lives. We describe the different approaches used and highlight how stronger organisational practices also contribute to volunteers feeling valued.

How valuing leaders and volunteers works for different youth groups and organisations

Firstly, it is important to make a distinction between Awards and recognition for young people and recognition of adult leaders and volunteers. Some of the approaches for these two groups will be similar, but the purpose has a different emphasis.

For young people Awards and recognition emphasise personal development, progression and increased skills, and make explicit links to education; training and employment. There is potential to link Awards to more formal qualification pathways such as Youth Scotland's Youth Achievement Awards and the Scottish Credit and Qualifications Framework (SCQF).

For adults the emphasis is more on appreciation and celebration. An additional perspective emphasises how organisational practices help leaders and volunteers to feel more confident and able to do a better job. Of course, all of these factors are also important for young people.

● Awards and recognition for young people

Most Awards available are designed for young people such as the MV Awards provided by Volunteer Development Scotland and the Volunteer Centre Network Scotland for 16-25 year old volunteers, recognising 50, 100 and 200 hours of volunteering.

Many national HQ organisations have their own Awards systems such as the Scouts time served Awards, and Girlguiding Scotland badge system.

Youth Scotland's Youth Achievement Awards and Dynamic Youth Awards and Duke of Edinburgh's Award are all examples of structured programmes which provide progression through different levels. Volunteers can also gain recognised youth work qualifications such as ACT, which is not age limited.

For more detailed information about individual Awards for young people take a look at the new Awards Guide available from Youth Scotland.

Youth Chex funds places on away days and residentials as a reward for young volunteers, training is part of the experience.

WIRED Young people thrive when given responsibility e.g. designing content in their radio show, and get on the job training with more experienced people such as through Radio Borders.

Volunteer Centre North Ayrshire encourages young volunteers aged 25 and under to register with MV Awards and older volunteers are recognised in an annual Volunteers' Week celebration.

Young people are offered the opportunity to gain qualifications and work experience. The Youth Volunteers Voices group invites young people to become involved in youth led activities in which they can have their say and voice their opinions on youth volunteering.



- **Celebration; events and promotion**

One of the most popular ways to celebrate and recognise leaders and volunteers is to hold an event. This can be the thank you celebrations of a Christmas party or a summer picnic, or through national recognition events like Volunteers Week, or national action days like Make a Difference Day. These national events also provide scope for media coverage and certificate and awards ceremonies. Some areas hold their own 'Volunteer of the Year' Awards which the Volunteer Centres are often involved in organising.

Girlguiding Scotland awards 5/10/20+ year badges to their adult leaders and encourage their senior section members to register for MV Awards.

The Prince's Trust celebrates success through an annual award ceremony which includes volunteers.

- **Valuing leaders and volunteers through organisational practices**

Recognition is not just about saying thank you but also finding ways to ensure that youth leaders and volunteers feel a valued part of the group or organisation. This sometimes means recognising volunteers rights alongside employed staff by providing appropriate support structures.

Volunteers feel valued when there is:

- Effective induction training and they have the right tools for the job
- Access to training opportunities
- Review and feedback on how they are doing
- Consultation and input into organisation planning
- Good use of their skills and interests.

Volunteer Centre South Lanarkshire work in partnership with South Lanarkshire Council to provide Volunteer of the Year Awards, the council also supports the Volunteer Centre to deliver the Quality Standard Awards which recognise organisations who work with volunteers and have met the standards to achieve the Award. Several youth work organisations have received the Quality Standard Award.

Visit the resources bank at www.youthscotland.org.uk



Accreditation of Voluntary Work	Volunteer England, free	Online information sheet
MV Volunteering Passport	Volunteer Development Scotland	Record, track and reflect on your volunteering journey

An Awards Guide is being produced by **Youth Scotland** that will provide details of the different Award schemes available in Scotland recognising the achievements and contributions of volunteers and young people.

As part of the work funded by the National Voluntary Organisations Support Fund, the **Duke of Edinburgh's Award** are developing a modular training framework aimed at both adult and young volunteers, the framework includes training on recognising volunteers and supporting volunteers delivering the Award.

Key messages:



- Review how young leaders are recognised within your group or organisation.
- Get a copy of the Awards Guide to help identify the right approach for your group.
- Plan an event to recognise and say thank you to all the volunteers and young leaders involved in your group or organisation.

Conclusion

We hope that this Guide has given you some useful ideas, contacts and guidance for strengthening your volunteer team.

We hope this Guide will provide a starting point for strengthening youth work and the opportunities, activities and experiences available to young people.

We have begun with a series of products to get you started which include:

- **Growing Better Youth Work**
A Guide to Strengthening Your Volunteer Team
- **The Resource Bank** www.youthscotland.org.uk
A Database of Resources to Support Volunteering in Youth Work
- **No Limits**
Volunteering as a Model of Youth Development
- **The Awards Guide**

These Guides are free and are available in hard copy and online format from Youth Scotland and the website www.youthscotland.org.uk

Finally, two key messages that we would like you to take from this guide are:

- get connected to the national and local support available in your area.
- find the resources and materials that can help you from the Resource Bank.

And then tell us your story, what works and what are the gaps.

Organisations who have contributed to this publication

Aberdeenshire Council • Aberdeenshire Council CLD • Angus Council • Argyll & Bute Council • Boys' Brigade • Boys' Brigade Scottish Borders • Buckstone Youth Club • Project Carloway Campaigners • Carloway Parish Youth Initiative • Cearns Community Development Project • CEC South Y&C Team • Children 1st • Citadel Youth Centre • CNES • Comhairle Nan Eilean Siar • Cromarty Youth • Culture and Sport Glasgow • Dingwall Youth Café • Duke of Edinburgh's Award • Duke of Edinburgh's Award Scottish Borders • Earlston Youth Project • East Lothian Council • Escape Youth Café • Exit Youth Group • Fairbridge In Scotland • Fast Forward • Fife Council • Girl Guides Inverness-shire • Girl Guides Western Isles • Girlguiding Scotland • Girlguiding Scottish Borders • GYP Borders • H-A-P • Highland Council CLD • Isle of Lewis Gymnastics • Kemnay Youth Café • Kiltarlity Youth Club • Kyle of Sutherland Youth Development Group • LGBT Youth Dumfries • LGBT Youth Scotland • Lewis and Harris Youth Club Association • Lothian Association of Youth Clubs • Midlothian Council • MP33 Grant St. Inverness • Newton and Sandwick Community Partnership • North Berwick Youth Café • Orkney Associations of Youth Clubs • Peer Education Project Dundee • Philiphaugh Community School • Portlethen Community Learning Centre • Princes Trust Volunteers • PRT Dundee Carers Centre • Raasay Youth Club • Red Cross • Renfrewshire Council • Sandveien Neighbourhood Centre • Save the Children • Scottish Christian Youth Work Forum • Scottish Youth Parliament • Scouts Highland • Scouts Scotland • Scouts Scottish Borders • Scouts Western Isles • Scripture Union Scotland • Selkirk Dry Bar Association • South Lanarkshire Council • Stornoway Gymnastics • Stornoway Running & Athletic Club • Strathclyde Youth • The Base • The Bridge CVS • The Iona Community • The Pavilion • Troon Youth Centre • Venture Scotland • Volunteer Centre Aberdeen • Volunteer Centre Aberdeenshire • Volunteer Centre Angus • Volunteer Centre Argyll & Bute • Volunteer Centre Clackmannanshire • Volunteer Centre Comhairle nan eilean Siar • Volunteer Centre Dumfries & Galloway • Volunteer Centre East Ayrshire • Volunteer Centre East Dunbartonshire • Volunteer Centre East Lothian • Volunteer Centre East Renfrewshire • Volunteer Centre Edinburgh • Volunteer Centre Fife • Volunteer Centre Glasgow • Volunteer Centre Highland • Volunteer Centre Inverclyde • Volunteer Centre Midlothian • Volunteer Centre Moray • Volunteer Centre North Ayrshire • Volunteer Centre North Lanarkshire • Volunteer Centre Orkney • Volunteer Centre Perth & Kinross • Volunteer Centre Scottish Borders • Volunteer Centre Shetland Islands • Volunteer Centre South Lanarkshire • Volunteer Centre West Dunbartonshire • Volunteer Centre West Lothian • Volunteer Development Scotland • West Lothian Council • Western Isles Presbytery • Westruther Youth Club • WIRED • Woodcraft Folk Scotland • YMCA Scotland • YMCA Western Isles • Young Musicians Hebrides • Youth 1st • Youth Chex • Youth Enquiry Service • Youth Highland • Youth Scotland • Youth Voices Western Isles • YouthBorders • YouthLink Scotland • YWCA Scotland • 3D



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Youth Scotland, the network of youth clubs and groups in Scotland, works in partnership with a network of Associations across Scotland offering a range of information, training, resources and support for young people and workers and volunteers.



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YouthLink Scotland, as the National Youth Work Agency in Scotland, represents the collective voice of youth work representing the needs and interests of the youth work sector with regard to policy and practice, to government and other stakeholders.



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Volunteer Development Scotland (VDS), Scotland's Centre for Excellence in volunteering, provides leadership and knowledge to influence policy and strategy at national and local levels. It also enhances the volunteering experience by offering volunteers managers a variety of tools, learning pathways and services.