



LANCASHIRE VOLUNTEER PARTNERSHIP

A Programme Evaluation

1st September 2018

FOREWORD



This report highlights just some of the positive outcomes achieved through the creation of the Lancashire Volunteer Partnership.

What is most striking within this report are the case studies of vulnerable people who have been supported by Lancashire Volunteer Partnership. These stories really bring home the impact that LVP Volunteers make on a day-to-day basis to some of the most vulnerable people in society, young or old LVP has a volunteer offer to help. The Partnership understand what many organisations fail to; that it's not all about grand gestures, rather it's often the little things that make the biggest impact.

The business case for the creation of the Partnership was uncharted territory and its inception depended on a high degree of trust and faith from all the partners involved. I would like to thank everyone for their continued support and commitment which enabled a successful bid to the Police Innovation Fund, sealing our ambition and paving the way for Lancashire to begin its journey.

Our vision and objectives for this two-year Programme were ambitious with doubt cast over whether this could be achieved either on time or within budget. In many instances objectives have not only been met but have been surpassed, adding greater value to public services struggling under budgetary constraints.

The Programme team have been candid in the challenges faced delivering the Programme, not least organisational culture and business processes, the Programme team should be commended for their perseverance and resilience in overcoming each challenge.

There is no doubt that positive transformation has taken place and recognition must also be given to strategic partners who persevered with the Programme and weathered the challenges of implementation. This required strong leadership together with innovation and creativity, all

shown by the Programme team. Most noticeably, it has proved that by working together, it is possible to reduce vulnerability and in turn, the demands placed on statutory services.

I am very proud to be a part of this venture, which has created a valuable resource for the people of Lancashire. I thank everyone who has been involved in its success; they also should feel proud to see laid out in this report the tremendous transformation that has taken place. There is no complacency or over confidence in this report, only a clear ambition to have a positive impact on the lives of others and to bring everyone together to make use of every minute that a volunteer contributes towards reducing vulnerability and making a real difference.

Finally, this Programme set out with the noble aim of reducing vulnerability and creating a Strategic Vulnerability Triage for Lancashire. This report is evidence that Lancashire is well on the way to achieving this and now begins a new Programme of work that will see this Triage expanded to include a further step-down pathway to social actions groups prevalent across the County.

I do hope that you take the time to read this report in the knowledge that something special has been delivered here in Lancashire and this is the story of our ongoing journey.

Clive Grunshaw

Police and Crime Commissioner for Lancashire

EXECUTIVE SUMMARY

LVP by Numbers 2017/2018

4,212 LVP volunteers



£8,383,440 of Social Value



711,156 hours volunteered by LVP volunteers



For every £1 invested in LVP a social return of £9.97 is returned



£840,895 cost of LVP



Improving the Volunteering Experience

The Lancashire Volunteer Partnership (LVP) was established in 2016 with an aim to provide one gateway into public service volunteering. The service strived to make volunteering for public services rewarding and to provide opportunities for people to make a real difference in their local communities.

By bringing these opportunities into one place and by partners working together LVP believed they could look after their volunteers better and allow them to use their skills for the benefit of all.

Measuring the Impact

In 2016 LVP commissioned RSM Consultancy to carry out an assessment of the volunteer partnership. This report is a summary of the RSM evaluation considering Lancashire Volunteer Partnerships impact on volunteering and volunteers, those receiving volunteering services and their partners with whom they have collaborated to create this service.

The overall objective of the evaluation was to provide an evidence base to:

- Demonstrate value for money to the Home Office regarding the funding provided for the programme,
- Capture lessons to inform the continuation of the work of the Hub and future bids,
- Communicate and promote achievements to the public and other stakeholders.

Demonstrate Value for Money

In 2017 RSM conducted an initial assessment of the programme, this enabled us to record baseline measurements against several benefits the programme aimed to achieve. This report provides those baseline measurements and the findings of our 2018 review

The benefits the programme hoped to achieve (and RSM measured against) consisted of:

1. Increase Value for Money,
2. Increase Capacity,
3. Decrease Vulnerability,
4. Increase Volunteer Confidence,
5. Create and Maintain a Civil Emergency Response.

Benefit 1 - Increase Value for Money

This consisted of a measurement of social value, the cost of a single integrated business function and the cost ratios associated per volunteer and per volunteer hour.

The social return on this programme minus staffing costs totals **£10,728,229**. In 2016/17 for every pound invested in LVP there was a social value return of £4.41. In 17/18, that value has increased to **£1 invested results in social return of £9.97**.

Overall Value

Category	FY 16/17	FY 17/18	% change
Social Return (clients & volunteers)	£4,119,684	£8,383,440	+103%
LVP Staffing Costs	£934,000	£840,895	-10%

The staff cost of the service (Lancashire County Council and Lancashire Police) has reduced by 10% between the baseline and the final evaluation.

The cost per volunteer has also reduced between the baseline and the final evaluation (per volunteer 49% and per volunteer hour 63%).

	16/17	17/18
Staffing Costs	£934,000	£840,895
Cost of Programme per volunteer (staffing cost / no. of volunteers)	£395	£200
Cost of Programme per volunteer hour (staffing cost / volunteer hours)	£2.90	£1.06

Benefit 2 – Increase Capacity

Lancashire Volunteer Partnership aimed to increase the number of volunteers in the County. This will in turn create a higher volunteer to volunteer officer ratio which will have a positive impact on cost effectiveness.

Category	FY 16/17	FY 17/18
No of Volunteers	2,362	4,212

Geography of Volunteering

The Blackburn area provides the largest percentage of LVP volunteers at 18% in 2018. Blackburn has shown the greatest increase in LVP volunteers in a geographical area with a 13% increase from the baseline figure in 2017. This increase has been brought about during their transition over to LVP.

Volunteers	2018 measures
Blackburn	17.97%
Blackpool	6.34%
Burnley	6.04%
Chorley	4.25%
Countywide	19.62%
Fylde	3.29%
Hyndburn	3.20%
Lancaster and Morecambe	6.70%

Pendle	4.61%
Preston	10.32%
Ribble	1.70%
Rossendale	1.88%
South Ribble	4.96%
West Lancashire	4.78%
Wyre	4.34%
Total	100.00%

Worthy of note is the large group of volunteers (20% of the total number of volunteers, 2018) who provide countywide services, such as archives, countryside services and volunteer with Lancashire Police who volunteer at their HQ site or who contribute to services across the County such as their cyber volunteers. This figure has increased since the 2017 baseline.

Age

The highest rate of volunteering nationally is found in the 65-74 year old age group with those between the ages of 25-34 volunteering least. Interestingly, whilst LVP volunteers in the older category area a significant percentage of total volunteers at 21%, those between the ages of 10-19 years old are providing 26% of the volunteering in Lancashire. This can be explained by their commitment to providing lifelong volunteering opportunities, LVP encourage their cadets, reading hacks and other young volunteers to continue their volunteering journey into cadet leadership and into community support volunteering.

Age Category	% 2018 measurement
10-19 years	26.43%
20-29 years	18.28%
30-39 years	8.53%
40-49 years	8.77%
50-59 years	10.05%
60 years and over	21.02%

Gender

Below is the gender breakdown of LVP volunteers.

Gender	% 2018 measure
Male	41%
Female	57%

Over the year, the gap between the number of male and female volunteers has decreased marginally. However, in both years where we analysed volunteer data, there are slightly more female volunteers than male which is reflected by national data. Nationally, 23% of women volunteer regularly while 22% of men do the same.

Ethnicity

LVP are particularly pleased at the increasing number of young BAME volunteers who they hope will stay with them and go on to volunteer as they get older or help increase representation as they move into paid public service roles.

LVP strive to recruit and retain a representative volunteer base. In the 2011 census Lancashire recorded a BAME population of 10%. The table below shows the self-reported ethnicities of LVP volunteers by age category.

Age Category	BAME % 2018 measurement
10-19 years	12.9%
20- 29 years	14.0%
30 – 39 years	15.7%
40-49 years	14.6%
50-59 years	6.5%
60 years and over	1.7%

Benefit 3 – Decrease Vulnerability

An important driver for the partnership hub is to decrease the vulnerability of the public of Lancashire. To help decrease vulnerability LVP manage a community befriending programme.

Community Support (befriending) recruits' volunteers to support social isolated individuals/families by supporting them to re-engage back into community life. By providing this support individuals have reported they feel less isolated, their confidence and self-esteem has increased, and their general health and wellbeing has improved. The programme is open to individuals who have been referred as part of "Step Down" from statutory services or who require preventative services to "slow down their escalation into more costly interventions".

Although this part of the evaluation focuses on community support volunteering there are other areas of the programme that directly impact on vulnerability and its reduction for example;

- Reducing social isolation and loneliness is a key priority for residential settings. Volunteers support individuals to maintain some independence and connections.
- Police Cadet scheme specifically targets young people with a range of vulnerabilities that would benefit from belonging to a cadet scheme which focuses on social action in the community.

The following table shows the social value of supporting young people through volunteering and the befriending programme.

Category	FY 16/17	FY 17/18	% change
Older People	£206,710	£403,548	+95%
Mental Health	£36,872	£72,579	+97%
Physical Disability	£52,523	£102,452	+95%
Learning Disability	£41,620	£80,202	+93%
Sensory Impairment	£15,077	£29,181	+94%
Young People	£1,485,541	£1,630,080	+10%
Total	£1,838,343	£2,318,041	+26%

Benefit 4 – Increase volunteer confidence

A volunteer survey (amongst other activities detailed in the main content of the report) was carried out in 2017 to form the baseline and repeated in 2018.

Questions	16/17 response rate	17/18 response rate
Which response best describes your overall satisfaction level with your volunteer experience in Lancashire?	70% Satisfied	80% Satisfied
I feel valued as a volunteer by the organisation I volunteer with.	72% Agree	83% Agree
I meet with my volunteering supervisor to discuss my volunteering.	59% Agree	59% Agree
I would volunteer with the organisation again.	91% Agree	93% Agree

LVP are encouraged by a growth in satisfaction during a period of change and are committed to improving this still further in the future as they move to business as usual.

Benefit 5 – Create and maintain a civil emergency response

When the Lancashire Volunteer Partnership was formed one of the added benefits the Programme team wanted to explore was that of an enhanced civil emergency response. With one integrated volunteer management system came the opportunity to formalise a process that would facilitate the call out of volunteers to any given civil emergency such as flooding, fires, power cuts or other major incidents.

As the Lancashire Special Constabulary moved across to the LVP, the Programme team learnt a great deal in how to support volunteers who would be willing to go above and beyond to help people in emergency situations. Last year the Lancashire Special Constabulary contributed over

100,000 hrs to policing the County and many of those were supporting emergency services at times of flooding, fire and other major incidents.

Working with the Lancashire Resilience Forum, LVP have begun the process of asking volunteers what specialist skills they may have and if they would be willing to put them to good use at times of emergency. Over 78% of new volunteers to LVP have stated they would be willing to be called out at these times; this could be to assist at rest centres, evacuate vulnerable people, stand on cordons or simply provide a holding hand to those in need of comfort and support.

Capture Lessons Learnt

This is captured in the Lessons Learnt section and covers both strategic and operational issues. Both programme Manager Ian Sewart and Operations Manager Julie Sumner have been candid in the challenges they encountered during the programme and how they overcame them.

Communicate, Engage and Promote Achievements

From their online presence to their events with their volunteers, partners and the public, LVP have ensured that they have communicated, engaged, promoted and most importantly celebrated the achievement of their volunteers. Full details of the events undertaken are included in the main report under benefit 2 and benefit 4.

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1. INTRODUCTION

The Lancashire Volunteer Partnership (LVP) was established in 2016 (20/06/16) joining public services who wanted to provide one integrated gateway into public service volunteering.

The aim of the partnership is to make volunteering for public services rewarding and to provide opportunities for people to make a real difference in their local communities.

By bringing these opportunities into one place and by partners working together, LVP believe they can look after their volunteers better and allow them to use their skills for the benefit of all.

The Lancashire Volunteer Partnership are passionate about supporting people in need of help and building stronger, more resilient communities that can flourish; and at the heart of this are their volunteers. Volunteering roles are varied, from visiting people who may be feeling lonely to volunteering alongside the neighbourhood policing teams as a Special Constable.

Lancashire Volunteer Partnership Equality Statement

A TRULY INCLUSIVE PARTNERSHIP

As an employer, service provider and organisation that performs a public function we have responsibilities under the Equality Act 2010 and Public-Sector Equality Duty.

The Equality Act 2010 has defined nine protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, sexual orientation and marriage and civil partnership status.

We have a duty to:

- ✓ Eliminate discrimination
- ✓ Advance equality of opportunity
- ✓ Foster good relations between people (community cohesion)

This is a duty we take very seriously.

As a Partnership we work with all our stakeholders to ensure our team, those we support and all our LVP volunteers are treated with dignity and respect.

Lancashire Volunteer Partnership works with a number of organisations to better understand our communities. We seek to bring people closer together and engage in local communities as we believe that's the best way to make a positive impact in all our lives.

We aspire to be a truly inclusive Partnership that represents all aspects of our community and welcome applications from anyone who wants to make a positive change.



2. INTRODUCING LANCASHIRE VOLUNTEER PARTNERSHIP

2.1 LVP Volunteers

When asked about their volunteers, the LVP team commented “Our Volunteers are fantastic, and we love them. The Lancashire Volunteer Partnership is a family to us and we have a very diverse one with over 4,000 volunteers contributing in hundreds of different ways.”

Below is an introduction to just some of the amazing volunteers in Lancashire and the many ways they help local communities across the county.

NOREEN – COMMUNITY SUPPORT VOLUNTEER



Noreen is one of the nicest people you could meet. She is a real inspiration — someone who is full of life and certainly likes to keep busy!

A former secondary school French teacher, Noreen is now the President of the Cercle Français of Ribblesdale and runs a French literature group from her home.

Noreen is a linguist and absolutely loves languages – she speaks French, Spanish, some Italian, Urdu and Russian!

She is also a pianist, sings in a local choir and is a member of a book group.

In between this and spending time with her four grandchildren and two step grandchildren she also finds time to volunteer as a Community Support Volunteer, regularly visiting an older lady to give her support and companionship.

HEAR FROM NOREEN

‘I visit her every second week; I used to take her out for jaunts in my car and visit cafés for snacks. I also used to take her to the theatre or films which she really enjoyed. She’s not so good at walking now and sadly these trips have had to stop. So now I go around to her house and we sit and chat for two hours. We never run out of conversation.

‘I’ve been visiting her for ten years now and we’ve built up such a close relationship.

'The best part of volunteering for me is hearing her say that I have cheered her up no end, and that this has been the best conversation of her week; she looks forward to seeing me. I feel like I am doing some good!'

BILL – COUNTRYSIDE RANGER



What Bill doesn't know about the high moors of the Forest of Bowland where he does his patrols isn't worth knowing. Bill, an engineer by trade and ex-Auxiliary Fireman, has been volunteering as a Countryside Ranger with Lancashire County Council for over thirty years. He was a member of the Ranger Emergency Support Unit and regularly trained in mountain rescue and firefighting.

In his role as a Countryside Ranger Bill has been involved in many duties ranging from patrolling the access areas on the high moors of the Forest of Bowland to litter picking in country parks. He has also led many guided walks and has run lecture sessions in navigation for the public. Bill is currently a leader for the Junior Rangers on Beacon Fell where youngsters from the age of 6 to 14 are encouraged to study wildlife and enjoy the countryside.

When Bill's not on the high moors you can find him on his allotment, book collecting, spending time with his wife, children and grandchildren or doing something connected to model railways which he has developed a keen interest in.

HEAR FROM BILL

'There have been many memorable moments in my role but probably the most memorable was the Foot and Mouth epidemic of 2001 which placed a great strain on the countryside and Volunteer Rangers were used for many related duties.

'The best part about volunteering for me is about being part of a team and encouraging people, especially youngsters, to enjoy and respect the countryside. I love being outside and teaching others about the great outdoors.'

BECKY – RUNS AN INCLUSIVE DANCE CLASS



Enthusiastic, warm, intelligent, witty and confident are just some of the words we could use to describe Becky — oh and so much fun to be around! She really does have an infectious personality.

After joining a dance group and seeing what a difference it was making to her confidence and her life, Becky decided to train as a leader and now runs her own inclusive dance class, inspiring other people with disabilities (Becky has Down's syndrome and a heart defect which has led to many operations).

HEAR FROM BECKY

'You are doing it and you don't realise you are in another world and I turn it into a passion and keep going. There are no obstacles for disabilities.

'There are people out there who should be given a chance. This is where it begins for a lot of us.

'Go out there, believe what your passion is, and achieve your reward.'

VICKY – COMMUNITY SUPPORT VOLUNTEER



Vicky is a superwoman! We are not sure how she fits everything in – between looking after her two young children, working and studying, she still finds time to volunteer with a man who has dementia.

Vicki has been in her role as a Community Support Volunteer for over a year now and has been working with the same gentleman for that time, providing him with support and giving his wife some respite.

HEAR FROM VICKY

‘As I got to know him I discovered what a keen cyclist he was. But sadly, we couldn’t arrange for him to continue cycling. Instead I came across a local singing group and asked if he wanted to go along. He loves it!

‘He really looks forward to going. I was worried that because of my other commitments there may be times when I can’t take him, and I felt guilty about that. But I raised this and over the summer arrangements were put in place for someone else to take him, so he didn’t miss out when I couldn’t go.

‘What I love the most about my role is the difference I feel I am making and the relationship we have built up. When we first met he was unsure who this new person in his house was; now he greets me with a big hug and that is so rewarding.’

SARAH – RURAL MOUNTED VOLUNTEER



Sarah is used to life in the fast lane – she was a commercial clothing designer to the high street for 20 years. Although that wasn't always the path Sarah had wanted to take.

A talented show horse rider with a promising career, Sarah was attacked in her early twenties leaving her with permanent damage to her back and preventing from pursuing her dream job. But Sarah's love of horses has never left her, and she now runs her own business specialising in horse products. And despite her injuries, which impact on her daily life, there was no way that was going to hold her back and stop her from riding completely. Sarah's stunning white horse Roland gives her a massive amount of enjoyment and he is even helping to manage her pain, as riding him for periods can bring some relief.

As a Rural Mounted Police Volunteer Sarah patrols the rural areas helping to keep our roads safe and supports the police in cracking down on crime in the countryside.

HEAR FROM SARAH

'I'm a doing person and always dreamt of being in the mounted police but because of my back I am not fit enough to do two years on the beat.

'I love volunteering; it has come at the right time in my life. If one car slows down because of me and Roll, others follow him.

'I feel I am making a difference by keeping the roads safer and helping the police tackle rural crime so that the countryside remains a beautiful place to live — making it better for my children and other little kids; I have a reason to give back.'

CORDELIA – CADET LEADER



Cordelia was a Police Volunteer Cadet for three years before deciding to go on to become a Cadet Leader, supporting and mentoring other young people.

She likes to keep busy and is currently working as an apprentice while studying for her Level 3 qualification in Business Administration. In addition to this, Cordelia juggles her volunteering with a part-time evening job. A keen photographer, Cordelia enjoys hiking and taking lots of pictures when out and about, as well as baking, listening to music and spending time with her family and friends.

As a Cadet Leader, Cordelia feels it is her duty to be a role model to the cadets and gets involved in lots of different activities such as stewarding local events, helping the local neighbourhood policing team and getting involved in fundraising events.

HEAR FROM CORDELIA

‘Being a leader means looking after every individual cadet, helping them where needed and using the knowledge and experience I have to support them throughout their journey as a cadet and life.

‘I have the opportunity to inspire and make a real difference to young people struggling to find their place in their community. It has provided me with training and development on a personal level and has built confidence and leadership skills in me.

‘For me the best part about volunteering is very simple — it is the sense of doing good and belonging to a community which I have helped to shape. Community service has taught me all kinds of skills and increased my confidence massively. I go out there and think on my feet, work with others and create something from nothing – that’s what it’s all about. Volunteering for me is the ultimate exercise in democracy. People vote in elections once a year, but when you volunteer, you vote everyday about the kind of community you want to live in and that’s what I enjoy doing most.’

SHAHBAZ – SPECIAL CONSTABLE



It never ceases to amaze us how much dedication our volunteer brings to their role on top of their already busy lives.

Shahbaz knows a thing or two about being busy. He has recently qualified as a GP and has a young family. He has been volunteering as a Special Constable in the Burnley area since August 2016, helping the local neighbourhood policing team on patrols and on operations.

HEAR FROM SHAHBAZ:

'I decided to volunteer as a special as I wanted to give something back to the community. I want to be a role model and prove that you can be successful at what you do. I love the variety and the fact that no two days are the same.

I've already utilised my skills as a GP whilst out on a shift. Unfortunately, a girl collapsed by the side of a taxi and I was able to give her medical assistance until the paramedics arrived.

The training is demanding and daunting, but it's also fun. You get to meet people from different backgrounds and its amazing what skills you learn.

I would say to anyone thinking of joining – just do it, it's like joining another family.'

GEORGE – CADET



The Volunteer Police Cadet schemes run across the county, open to young people aged 13 to 18. The cadets get involved in lots of different activities to develop their skills and help their local community.

George has been a cadet since September 2016 and is a real asset to the cadet unit. He is very keen on maintaining his fitness outside of the cadets and attends the gym most days and plays football in between studying hard for his exams.

HEAR FROM GEORGE:

'I'm really interested in a career as a police officer in the future and particularly like it when we have guest speakers who can give me an insight into the force and the various departments.'

'My most memorable moment so far has been learning about and experiencing radio work.'

'We get to experience so many different aspects of policing and help the community, you never get bored.'

JAMIE - COMMUNITY SUPPORT VOLUNTEER



Jamie is one of our very own super heroes. For the past two years Jamie has volunteered to support others in the community to make a difference to their daily lives. He is extremely reliable and goes that extra mile to help. He has also represented the LVP at a local football tournament to support Mental Health Awareness Week.

As well as working full-time for Jaguar Land Rover, Jamie is a fanatic sports fan and supports Preston North End, he also works there on match days. He enjoys keeping fit by going to the gym and is a keen cyclist.

One night a week he volunteers at his local Beaver group, another fulfilling role which he is extremely proud of being involved with. Jamie loves spending time with his wife and family and has recently completed a college course which means at least now he does have a spare evening to fit all his commitments in.

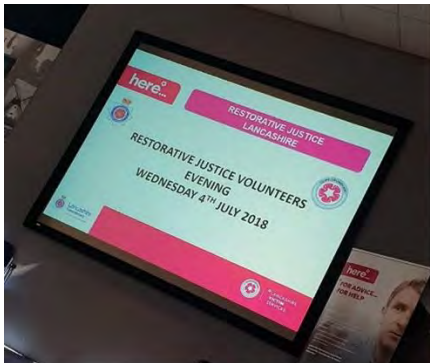
HEAR FROM JAMIE

'I really enjoy supporting my client, like myself he is a huge sports fan and many a time I have lengthy conversations about all things sport. He also likes playing Pool and Snooker, and once told me how good he was as a youngster. I soon found out he wasn't kidding, and I haven't managed to beat him yet!'

'It doesn't feel like volunteering. It is great fun and I now class him as a good friend. I enjoy the time spent with him and as this develops, I'm sure it'll only get better.'

'One of the most pleasing things is the way his face lights up when I see him and the changes I can see in him as a person and knowing that I've played a part in this.'

See some other LVP Volunteers in action



Lancashire Volunteer Partnership @LancashireVP · Mar 18
A very proud afternoon spent with the newest intake of @LancsSpecials and their families for the Attestation Ceremony. Congratulations to all on their hard work and achievement #volunteers



Lancashire libraries @lancspublic · Mar 5
Shelly, our fabulous BabyBouncer volunteer at #ingol entertains the us every Wednesday at 10.30am lancashire.gov.uk/events/details... @LancashireVP



Lancashire Volunteer Partnersh
What great photos! We have opp #GawthorpeHall find out more he lancsyp.org.uk/opportunities/... #



Lancashire C
Amazing Visit before i @NTGawtho



Lancashire Police Cadets added a new photo to the album Pendle cadets. 30 June ·

Pendle Cadets are busy today with the Peace Walk this morning and Pendle Parade this afternoon. #communityspirit #itsawarmonne #volunteering



Lancashire Police Cadets 30 June ·
Blackpool and Fylde police Cadets are working in company with Lancashire Fire and Rescue Cadets at Armed Forces Day on Blackpool Promenade today till 4pm. Come on down and say hello.



Lancashire Police Cadets 24 August at 11:57 ·
Blackpool & Fylde and Hyndburn Cadets have completed their final challenge of the week at Outwardbound Trust in Wales. It was a real leap of faith as the tide was going out meaning the jump became bigger with each passing minute. Pleased and proud to say all 12 managed to jump safely. Well done guys.

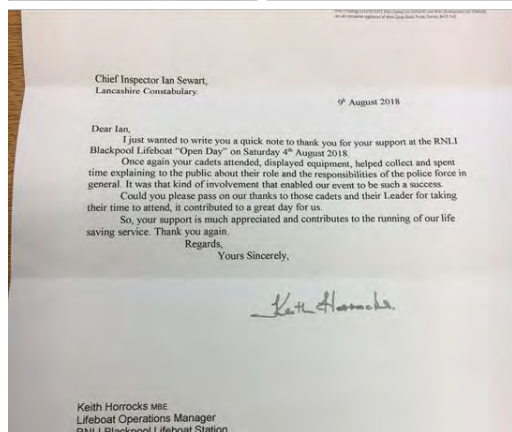
Lancashire Police Cadets 23 May ·
ur Cadet Commanders from Blackpool and Fylde Police Cadets are about go live on Fylde Coast Community Radio, talking about our fabulous ice cadets. ease listen in on <http://socrs.invisxay>



LancsSpecials @LancsSpecials · Aug 17
C 9910 and SC 9047 at the Morecambe Carnival last weekend
morecambewarblers

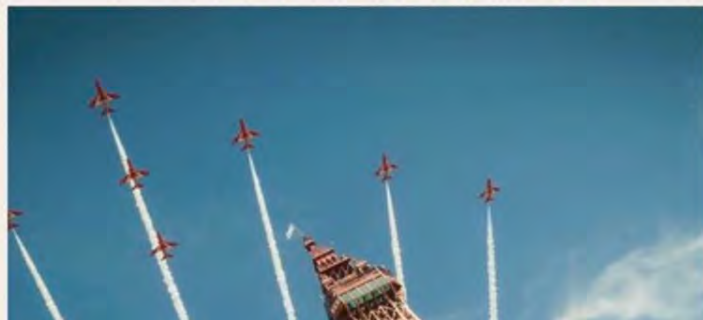


LancsSpecials @LancsSpecials · Jul 23
Mixed team of regulars, specials and PCSOs from the
lood policing team covering the parade on Saturd



LancsSpecials @LancsSpecials · Aug 12

Lancaster and Morecambe specials are today carrying out reassurance and community engagement at the Morecambe Carnival, whilst Blackpool officers are assisting with the Blackpool Air show.



2.2 LVP Partners

LVP would like to thank all their partners and friends that have made their journey possible, here are some comments from those partners.



LVP enables us to work with other public services in Blackburn with Darwen and across Lancashire to increase volunteering, bring public service volunteering opportunities across the borough into one place and provide opportunities for residents to make a real difference in their local communities.

Lorraine Collings, Programme Manager, Strengthening Communities, Blackburn with Darwen Council



As Director of Public Health and Wellbeing for Lancashire County Council my remit covers a wide range of service areas that protect and improve the health and wellbeing of everyone in Lancashire. I have a particular interest in how we can innovate to achieve our aims and the Lancashire Volunteer Partnership is a good example of how through change we can have a positive impact on health and wellbeing. I have taken great interest in their development and have been impressed in the way that partners have come together to achieve something that Lancashire can be proud of and makes a real difference to people's lives. I am also conscious of how volunteering can improve health outcomes, and this makes LVP a win-win both for those that volunteer and the people they support. LVP is now a sustainable service that is crucial to the health and wellbeing of people in Lancashire.

Sakthi Karunanithi, Director of Public Health and Wellbeing, Lancashire County Council



Whilst exploring partnership options we established that there would be real benefits for the Council in joining LVP and have now been a partner for over a year. The Better impact ICT system is ideal for our volunteer management processes and we get the benefit of being able to advertise our volunteer roles on a website that is visually appealing and accessible. The Lancashire Volunteer Partnership has been welcoming and inclusive, inviting us to events and meetings that enable us to feel part of the partnership and its delivery.

Ann Gates, Operational Lead, Blackpool Council



As someone who is passionate about bringing about transformation focused on reducing vulnerability and prevention, I know very well the challenges that any leader might face. It has been an honour to help support Ian, Julie and their project team through this complex multi-agency change programme. It was clear even at the very beginning that if this transformational change could be brought about, it would not only reduce demand on statutory services but most importantly it would support vulnerable people and harness the contribution that many people are willing to make if only they have the opportunity. This programme has been a great success with benefits for all the partners who have shown trust in coming together for a common purpose which will lead us to sustainable support; people helping each other to help themselves.

Superintendent Andrea Barrow, Early Action Lead, Lancashire Constabulary



It is very rare to see a proposal that wholeheartedly embodies the Police and Crime Commissioner's ambition for engaging with communities and supporting vulnerable people, something Lancashire Volunteer Partnership achieved. We all know the challenges in attempting a multi-agency collaboration, but it was such a strong proposal that partners in all types of public service unequivocally came together to support it. The outcome is that Lancashire now has a single gateway in which people can volunteer to help public services and


in turn those volunteers support those who are vulnerable. I am so pleased that the leaders of partners that make up LVP had the trust in the programme team to see it through; we have all been rewarded for their courage.

Angela Harrison, Chief Executive, Office of the Lancashire Police and Crime Commissioner



Lancashire Fire and Rescue Service have worked closely with LVP since its formation. We have developed a very positive, engaging relationship, which has enabled us to develop and manage our volunteer offer including our cadet scheme. There have been a number of develop areas that have needed to be progressed by LFRS and we have been fully supported by LVP. We currently have a member of LFRS seconded to LVP, which is further strengthening the link between us. LVP's expertise in the recruitment, management and retention of volunteers has been beneficial to LFRS throughout.

Jane Williams, Prevention Support Manager, Lancashire Fire and Rescue Service

East Lancashire Hospitals 
NHS Trust

TOGETHER
A HEALTHIER FUTURE
The Integrated Health and Care Partnership
for Pennine Lancashire

Lancashire Volunteer Partnership is a fantastic platform for volunteering in the public sector. LVP have been really engaging and supportive whilst developing the Partnership. Their experience with the Better Impact volunteer management system has been invaluable in creating and developing our new bespoke system for health services. You can see that they are clearly committed to developing the volunteering offer in Lancashire and offering the best experience to those looking to volunteer.

Nicola Canty, Project Lead, Volunteers, Together a Healthier Future

LVP would like to thank the following who have helped them on their journey;



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Home Office for transformation funding and programme support



2am media for graphics, web design and branding



Better Impact for our ICT and volunteer management tools



RSM for evaluation and consulting services



Dementia Friends for training support and advice



National Council for Voluntary Organisations for advisory services and promotional support



National Volunteer Police Cadets for advisory services



Department for Culture, Media and Sport. Office for Civil Society for research and advisory services



Citizens in Policing for National and Regional advisory services



Neighbourhood Watch for their commitment to keeping people safe and working with LVP to improve engagement and communication between NHW Co-ordinators



Preston City Council for development and support



Lancashire Resilience Forum for advisory and support services



Lancashire Adult Learning for training provision and development



Maxam Training for development and training services



Lancashire County Council for Legal, Health and Safety, Corporate Services and Estates Management



Council for Voluntary Service for advisory support



Lancashire Constabulary for Business Support, Financial Accounting, Human Resources, Communications and Futures Programme Management



Unison for advisory services



Police Federation for advisory services



Smart Image work wear for our LVP uniform supplies

2.3 Reflections on Our Journey- Ian and Julie

Lancashire Volunteers Partnership is led by **Programme Manager Chief Inspector Ian Sewart** and **Operations Manager Julie Sumner**.



Below Ian and Julie have reflected on their very personal journey from initial design to realising the benefits LVP have delivered to Lancashire volunteers and the public.

What is it in your background that you think influenced your idea to bring partners together to form a strategic volunteer hub that aims to reduce vulnerability?

Ian – I have been an active volunteer for many years and am a Police Officer who is passionate about prevention and reducing vulnerability. Throughout my policing career I have always been excited by change and about innovation that drives us to do things smarter. It is probably this more than anything that has shaped my career path and led to my involvement in many transformational projects and partnership roles. I remember about 6yrs ago, as a Chief Inspector for Partnerships, attending a meeting sponsored by the Home Office about a new umbrella brand called Citizens in Policing, after which I was committed to bringing this to Lancashire. Having developed the Constabulary's 5y CIP strategy I set about the creation of our own Volunteer Police Cadets who now number over 650. I have always sought to involve others in change and in this I have been supported by some positive and transformational leaders, especially our PCC Mr Grunshaw. Personally, I am committed to inclusion and valuing difference which has driven me to engage with so many people and to open up the opportunity for everyone to be involved in policing and to quote our cadet motto 'Let's Go Out and Do Some Good'.

Julie – I have been involved in volunteering for many years it's part of who I am. I started off supporting my children's school PTFA before progressing to the role of chair of parent governors and it was these experiences that helped shaped my career. I have managed volunteering both within the voluntary and public sector and have seen first-hand how inaccessible volunteering can be within public services. Volunteers want one gateway, they shouldn't have to go knocking on many different doors to give up their time to help others it should be seamless and easy which is what we have tried to do.

Community spirit in a lot of neighbourhoods has been lost and I saw this as a way of helping people to re-connect, giving vulnerable people a helping hand when they need it most is one of the most fulfilling ever and I never tire of listening to the amazing things our volunteers do.

You are often referred to as work husband and wife by your team, when did you first meet?

Ian – I will never forget the first time that I met Julie, once seen never forgotten, she is a complete force of nature. About 3yrs ago I was looking for an ICT system to manage our volunteer establishment and heard that Lancashire County Council had procured such a system. I arranged to meet Julie, who was their Volunteer Services Manager at that time and the rest is history. During that first meeting Julie's enthusiasm and 'Can Do' attitude blew me away, I knew right then that this was someone I could do business with however, little did I know that this would be the start of a wonderful working relationship and the birth of Lancashire Volunteer Partnership.

Julie - Well what can I say.... It's quite rare to meet someone who has the same vision as you and with the same amount of drive and to top it all we get on so well. In one of our first meetings I can remember Ian getting half way through a sentence and then me stopping him (yes unlike many I do have the ability to stop him talking sometimes.....) and continuing the sentence. That conversation was around the vision of creating one gateway into public service volunteering. Like this example, there have been many times when we both realised we were on the same thought process which is probably why we work so well together and really get things done.

How did this meeting lead to the formation of the Lancashire Volunteer Partnership?

We both knew that that the picture of public service volunteering in Lancashire was fragmented, with public services duplicating their volunteer offer, competing with each other and using different ways to manage and task volunteers. This created inefficiency and a lack of effectiveness that did a disservice to volunteers and failed to capitalise on what they had to offer. This was at a time when public services were struggling with budgetary constraints and we thought surely there must be a better way of harnessing the volunteer effort towards prevention and reducing demand on statutory services. It was this that led us to start developing a business case to do things differently. When we looked at the weight of evidence available it became clear to us that if we were to make a real difference to people's lives then a joined-up approach that would direct the right resources to people in need was the only way to go. We used this evidence and our transformational vision to build a business case that would gain the agreement of partners and allow the PCC to make an application to secure Police Innovation Funding.

What did it feel like when you got the go ahead?

Ian – I was absolutely overjoyed when we were given the opportunity to make the changes we had proposed. I knew it would make a very real difference to my working life in that I could now devote my time to this Programme of work however I also knew that this was a 2yr commitment I was signing up for. It would be a lie if I said the sheer ambition of our task did not make me feel a little queasy however I knew together we could see it through. Our first job was to plan out the Programme and seek agreement for its implementation, work began straight away.

Julie – Wow!!! we can really do this now. People often say what does success look like, well in my head I knew exactly what it would look like and I am pleased to say that we made it. Being part of this journey has been so exciting watching what was a dream come to reality and knowing at the end of it Lancashire's communities would benefit.

Were there times that the going got tough or you felt like giving up?

Ian – There have been some very testing times, like when I spent a whole holiday trying to calm a situation that had developed whilst I was away or when a consultation meeting ended up getting personal however, in many regards this only made me more determined that this would be a success. Many Programme Managers complain about strategic leadership and goal posts changing however for me we got fantastic support from our senior leaders, it was the simple things that caused the most problems. Who would have thought it would be so difficult to get an invoice paid, to get Wi-Fi installed, to organise a lock for a storeroom, to make a slight change to a job description or book a meeting room!

Julie – I agree that this was probably one of the most testing of times that and having to navigate through different sets of bureaucracy. Each organisation has their own culture and bringing people together brings its own challenges especially when you have two very different Human Resource departments, two Health and Safety departments in fact 2 of everything. I have to say though the support I have received has been great as everyone can really see the benefit of the Programme.

When did you first realise you were going to make it?

Ian – For me it was the first day that team members moved over to their new roles after a long and protracted re-structure. I knew then that it was real, and we could make it work. Our Volunteers have been wonderful all the way through and moved over seamlessly to the new model. When we started doing presentations and letting others know what we were doing, that's when it also hit me that were doing something quite unique and transformational. As numbers of our community support volunteers grew and referrals started coming in from partner agencies I knew that all that struggle was now behind us.

Julie – For me it was the day that I could finally log onto LCC systems from Police HQ – no more trying to work off a blackberry. Having Wi-Fi at long last meant we could finally bring LCC and Police volunteer officers together in one team and in one building – this may appear to be a small victory but for us it was huge. As soon as this happened we started to see real joint working and listening to the office banter where staff were sharing experiences was great. We never looked back and now have teams co-located together across the county.

What comes next?

Ian – This Programme has challenged me like no other role I have undertaken and inspired me to develop myself in areas that will enhance my ability to lead it going forward. I have vastly increased my network of associated professionals and have worked towards qualifications ranging from programme management to training, learning and skills. I am looking forward to building on the platform we have developed, welcoming new partners and working towards new development areas. Our next programme of work involves the creation of a social action network

for Lancashire which will deliver added connectivity and encourage social action across the County.

Julie - Things are going from strength to strength, at the moment a lot of my work is revolving around our new partner East Lancashire Hospitals Trust and quality assurance. Whilst all the development work has been progressing one task that I have never let slip is quality assurance as let's be honest without our fantastic volunteers we wouldn't have a service. For me ensuring our volunteers are valued and well supported has to be Number 1.

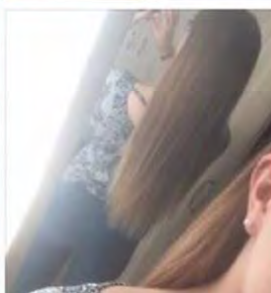
2.4 Introducing the LVP team

The rest of the team make Lancashire Volunteer Partnership what it is and are critical to their ambition to make their service one which is renowned for its friendliness and quality of service.

The LVP team are employed by a number of partners however consider themselves part of the LVP family. Working in one uniform and to dedicated LVP leaders, they work tirelessly to ensure all aspects of LVP activity works seamless and that they operate as a unified team.

Training and development for their team has been a crucial aspect to the transformation programme with people given the opportunity to develop themselves in areas of; Communication Skills, Project and Programme Management, Education and Training, Work Related CPD Events, Digital Marketing, Leadership, Mentoring and Coaching, Workplace Assessment, Vulnerability Reduction, Disability and Dementia Awareness, Inclusion and Valuing Difference along with ICT, Presentation Skills and Quality Assurance.

As part of the Programme LVP have developed induction processes and identified mentors for people new to role. As a Partnership they encourage the spreading of good practice and have facilitated a number of workshops with their team to understand each other's role and to assist where they can. This practice also extends to partners and stakeholders who have been engaged and consulted as part of their journey.



The team have taken part in many charity events including cake sales, charity walks, Tough Mudder and charity football matches. A cadet leader cut her hair donating it to the Little Princess Trust which makes wigs for children who have lost their hair during cancer treatment.

Team training days have formed an important part of team building.



Team building events have been a real opportunity to develop the LVP team even further.



Here are some of the great team and how they have contributed to the creation of Lancashire Volunteer Partnership.

Helen – LVP Supervisor: Lancashire Constabulary



As a serving police officer, I joined the Constabulary to make a difference to people's lives and help those in need. Taking the lead for Lancashire's Volunteer Police Cadets I get to see from a Countywide perspective the positive impact we are having on the lives of young people, preventing them from entering the criminal justice system, providing them with additional support and for some being the stable influence they need. Being responsible for Central Service team members I also get to lead on new developments and ensure the smooth running of LVP, which includes supporting our volunteers and monitoring quality of service standards.

In terms of learning, we have all undergone a steep learning curve by working with other organisations and forming LVP. As we develop and attract more partner organisations, we are continually developing and learning which is great for me, as I love a challenge and learning new things. I am currently working towards my Diploma in Education and Training and would love to achieve qualified teacher status.

I am a team player with good communication and motivation skills, which have been crucial in helping, bring people together and improve relationships.

Suhayl – LVP Supervisor: Lancashire Constabulary



I joined LVP as a Volunteer Officer for Lancashire County Council and am now an LVP Supervisor. I like everything about my role within LVP, I am lucky enough to work with such an honest group of people who are enthusiastic, committed and dedicated to reducing vulnerability, helping the people of Lancashire and making Lancashire a better place. The most enjoyable part

of my role is hearing the good news stories of how we have affected someone's life in a positive way, whether it is helping an older person live in their own home for a little while longer or seeing the difference a volunteer has made to the life of a previously socially isolated person.

It has been very refreshing to see other team member's progress within LVP and make use of the learning they have undergone. Training is a big part of LVP, since becoming a supervisor I have achieved a Level 3 award in Education and Training, attended impact of leadership courses and people management and later this year will be taking my Prince 2 Project Management training.

I support Volunteer Officers and Volunteer Assistants in doing their roles as smoothly as possible. I look at processes and protocols for various services to ensure we are meeting their needs. I represent Lancashire Volunteer Partnership as the Supervisor at regional meetings regarding anything from new ways of working to good practice and workforce development. Taking on board any feedback we receive from team members, volunteers, partners or members of the public is vital to my role as it enables me to make LVP the best it could possibly be.

Katie – LVP Volunteer Development Officer: East Lancashire Hospitals Trust



I have only been with LVP a few months and my role is to develop a volunteer offer for an affiliated organisation. I like that I am able to tap into the best practice LVP has established, my colleagues, and my managers, are not only able but also very willing to share their experience and expertise support me. I enjoy working with an organisation whose ethos is one of striving to do better, evaluating and learning, and that has the volunteer at the heart of decisions.

The East Lancashire Hospitals Trust Volunteer Project will bring new volunteers to the LVP family. It will raise the profile of the partnership and act as a pilot for public sector health services across Lancashire. I bring experiences from working in the VCFS sector in health, working with individuals with learning disabilities and working with young people, as well as personal qualities of enthusiasm, honesty, good teamwork, and a passion for equality and diversity into my role, which I am sure, will add to the wide breadth of skills that other team members bring.

Imran – LVP Volunteer Development Officer: Blackburn with Darwen Borough Council



This is a new role for Blackburn with Darwen Council, which has brought together volunteering into one place under the umbrella of LVP. The Better Impact volunteer management system and LVP website are good easy to use and greatly assist in how we recruit, support, track and manage volunteers. I really enjoy supporting people to apply for volunteer opportunities they are interested in and liaising with Services to ensure the recruitment process is as smooth as possible.

Being part of LVP has given me access to training and support along with policy and procedures that guide me in developing the Council's volunteer offer. I support Council Services and meet regularly with managers to ensure LVP is responsive to their needs. I regularly meet with volunteers or those interested in volunteering to ensure enquiries are answered promptly and efficiently and offer support with completing application forms or to record volunteer hours. Being part of LVP has provided our volunteers with new opportunities and has ensured what they contribute is aligned with Community priorities.

Farzana – LVP Volunteer Development Officer: Lancashire Fire and Rescue Service



I am working at LVP to develop our Cadet schemes and develop volunteer opportunities for young people. I have a huge amount of admiration and respect for LVP, each member thrives towards making the service better. I am trying new things out and communicating with both emergency services and scoping how we can bring the services together to make Lancashire Safer. I am valued and respected and able to share my experience and the expertise I bring. I strive towards daily challenges knowing that I am making a difference to the service and with the pressures and workings of maintaining this excellent standard. As a result, I know that LVP is the best move for me due to what I value and the experience I have.

The feedback I have received from my LVP and LFRS manager has been positive which has inspired me to do better. I feel I am making great progress given that I have only been with the team for such a short period of time. I aim to complete each task to the best of my ability and willing to support other members of the team and share my knowledge and experiences.

Tracy – Volunteer Development Officer: Blackpool Council



My role at LVP is to identify volunteers within Blackpool Council and transfer them onto the LVP Better Impact ICT system alongside introducing them to the wider volunteer opportunities that LVP provides across Lancashire.

One of the most positive aspects within my role is being able to gain a better understanding of what volunteers we have in the Council and where they sit in the organisation. This also means that we are beginning to build a volunteer family with the checks and balances needed alongside support and training.

Working alongside the wider LVP family I can benefit from a wealth of knowledge and experience from colleagues across Lancashire. Having responsive and helpful support whilst introducing a new ICT system has been especially beneficial.

I am able to make an impact by making the business case for Volunteering for Blackpool Council and the contribution they can make to front line services and supporting vulnerable people.

Cordelia – LVP Volunteer Support Assistant: Lancashire Constabulary



After being a volunteer myself, I was a Volunteer Police Cadet before becoming a Cadet Leader, giving my time to others has always been something I love doing. By working with Lancashire Volunteer Partnership this has just been reinforced. I have been given the opportunity to encourage other volunteers to join, both to be valuable assets to our partnership and to help develop themselves. It is amazing to see the difference people make and the potential they have after a little encouragement. I like working with my team and the organisation, I enjoy my role and look forward to the future with LVP.

I have completed my Level 3 NVQ in Business Administration. I have learnt some new systems and processes for working as well as having team building days and development meetings. I have also been on the following courses:

- Effective Time Management

- Delivering Presentations with Confidence
- Disability Awareness
- Risk Assessment and Health and Safety
- Mental Health Awareness
- Manual Handling and Wheelchair Use
- Virtual Dementia

I make sure that all new applicants have a friendly and professional welcome to Lancashire Volunteer Partnership making them aware of what is involved in the application process and the role they wish to apply for. I keep in touch with all the existing volunteers for my area, regularly ensuring there are no problems with their placement. My knowledge and experience whilst I have been with LVP has grown significantly so I am able to give advice to applicants and support my colleagues. I also support the wider team at HQ and assist in the running of events when needed.

Husna – LVP Volunteer Support Assistant: Lancashire Constabulary



I enjoy the involvement we have with all our volunteers by helping them throughout the recruitment stage, getting really involved with the Specials has been my favourite, and being the point of contact for them if they have any issues, which I feel they really do appreciate.

My role is very varied and challenging, and there is constant change within our team and our roles, where no two days can be the same and everyone works as a team and support each other.

I have been on the Disability Awareness Training, Delivering Presentations with Confidence, Virtual Dementia Tour, Effective Time Management Training, RJ Training. This has helped me gain vital skills in my role and myself. Working with and getting involved with the Cadets has made me join as a Cadet Leader and I now get a chance to see it from a volunteer's perspective. This will really improve my experience in working with children and improving my confidence.

I support in the recruitment process of volunteers by ensuring the process runs smoothly by helping the Volunteer Officer and keeping in contact with the volunteer. Also, help keeping our systems and processes up to date by doing audits and updating records.

Judith – LVP Volunteer Support Assistant: Lancashire Constabulary



I enjoy meeting and speaking to the volunteers and resolving issues. I enjoy the fact that the role is varied and challenging, I have helped with outreach in the Community to promote the LVP and attended events, which support Volunteers, such as our recent Afternoon Tea to celebrate volunteer's week. I recently organised a Long Service Award Ceremony for Volunteers. I help the Special Constabulary supporting them in the administration functions necessary to their role and act as a point of contact to assist in resolving issues.

I have learned new systems whilst working at the LVP and attended courses during my training such as in Delivering Presentations with confidence, Effective Time Management, Virtual Dementia Tour, Disability Awareness, and Mental Health awareness.

I am involved at the beginning of the application process, right through to when volunteers are appointed. My colleagues are Volunteer Officers, Cadet Leaders, Managers and Special Constabulary Leaders, as well as Volunteer Assistants. I am involved to ensure the application process runs smoothly. I work as part of a team, I am always busy and feel I make a valuable contribution.

Fran – LVP Volunteer Officer: Lancashire Constabulary



I really enjoy being a volunteer officer with LVP, it is such a rewarding role. I get the chance to meet new people from all walks of life on a daily basis. Giving people the chance to use and improve their skills and knowledge by matching them with a wide range of voluntary opportunities and being part of their journey. I love being able to be a part of making a difference in someone's life. Visiting vulnerable people who need extra support and being able to help provide that for them. When I see how much impact a volunteer can have for a vulnerable person, watching the progression of placements makes my job worthwhile.

I feel very lucky to have a job I love!

I have had opportunity to attend a lot of training throughout my time with LVP and am proud that I was there right at the beginning, when I joined as a Programme Development Officer;

- Mental Health Awareness
- Dementia Awareness
- Children & Families
- Wheelchair training
- Safe & Sound training
- Solihull Approach Training
- Customer Service Skills
- Risk Assessment training
- Disability Awareness
- Delivering Presentations with Confidence

This job has given me a lot of opportunities for my personal development, I have been given the chance to work with external organisations, improve my report writing skills. It has been great for my confidence and public speaking.

I feel that volunteers and those we support are grateful for having a contact that they can always go to if needed. Volunteer officers are there to help the smooth running of volunteers throughout their time with us, from applying, being with them throughout the checks, explaining the process and always being the first point of call for anything they need. I believe we make them feel appreciated and comfortable. Those we support are always grateful to meet us and that we are there to support them, I feel it is vital that they know us as sometimes it is hard to engage with vulnerable people, but I feel like we build great trust and relationships with them.

Gary – LVP Volunteer Officer: Lancashire County Council



I get to meet new and interesting people every day, whether they are professionals, those we support or volunteers. I enjoy building strong networks and helping people. I really enjoy being part of the integrated team and being part of a wider network of support that LVP provides. I

really enjoy delivering presentations to services, attending recruitment events and raising the profile of LVP. I appreciate the flexibility of the role and what this has given to my work life balance. The support of the Managers is fantastic, and I feel I am a valued member of the team.

I have attended lots of training that is relevant to my role. The courses that have really added to my knowledge that I now use in my every day support are; Dementia and Mental Health Awareness, Disability training, Delivering Presentation, and Effective Time Management. I have attended many more training courses and they have all added to my skills and knowledge and I continue to grow and learn daily.

I have always tried to contribute positively to the team and share my knowledge to help others. I also ask my colleagues for support when needed. I feel I have the skills and experience to pass on and guide volunteers, so they can deliver the best possible support to a vulnerable person. I stay in contact with volunteers regularly and offer them support throughout their time with LVP. I feel my personal skills are what make me good at my role and I feel my friendly and kind nature is very well received by all I work with.

Rabia– LVP Volunteer Officer: Lancashire County Council



I have enjoyed this role for over 13 years and I am still here so that says a lot. We now have an even larger team who interact with each other and offer help whenever required. It's a role where we are making a significant change in someone's life whether it is as a volunteer or someone we are supporting. I will always make sure my volunteers are happy with the decision they have made as volunteering will have a big impact on the volunteer and those who they are supporting.

I have enjoyed lots of relevant training to my role which really gives me confidence and allows me to speak with specialist knowledge and skills. I maintain a positive and professional attitude always with colleagues, volunteers and those who they support who, in return respect me.

Those who we support trust me in helping them which is an amazing feeling as sometimes they are confused and need help, so I step in to help them which makes me and them happy. I have appeared in videos for the service and forwarded some amazing case studies which have made a great impact on the deliverance of our service as well as advertising our service in the community and making great contacts with other organizations.

Dave– LVP Volunteer Officer: Lancashire Constabulary



On a daily basis, I have the opportunity to make a difference to the quality of someone's life, which is a rewarding and fulfilling experience. The role enables me to manage my workload at the same time provide an effective and efficient service and achieve a work life balance. The challenge of understanding a client's needs, finding a suitable volunteer and then being involved in the match, management and achieving outcomes on placements is extremely satisfying. I enjoy the engagement with people and working with a team to achieve tangible goals, work is a pleasure. The role has taught me to work with others in an immersive and collaborative manor and the power of networking.

Since becoming a member of the team, I have undertaken a number of relevant training courses around Health & Safety, Safeguarding, Mental Health, understanding dementia, Child Sexual Exploitation, Customer Service, presentation skills and Fire Prevention. The courses have been a mixture of sensory experiences, classroom based and E-learning, all of which has enhanced my knowledge and understanding of conditions and how to sensitively and professionally perform my role.

I am committed to building professional relationships with clients, volunteers, partners, team and managers and to deliver on promises, to also be open and honest in managing expectation. Communication is key to this process along with compliance with policies and procedures. By striving to achieve the above, it will have an impact on the smooth running of the LVP, give the organisation credibility and integrity within the volunteer sector, and make it an organisation of choice.

Nikki – LVP Volunteer Officer – Central Support: Lancashire Constabulary



I really enjoy the variety of projects I get to be involved with and the different challenges these bring. My role is continually evolving which makes it interesting, the partnership means I get to work with some fantastic people and develop my knowledge base. I really enjoy meeting and

learning more about our volunteers, and it never ceases to amaze me how many wonderful people give up their valuable time to support the work we do.

I have attended various training inputs from Mental Health to Alzheimer's and Dementia Awareness that has broadened my understanding in these areas. I successfully completed a Level 3 Training Qualification and attended a presentation-training day; both have given me more confidence in speaking in front of others and have taught me the importance of preparation.

I contribute by ensuring our volunteers are made welcome and are supported from their initial contact through to volunteering with us. In my area, we continually challenge and develop processes to make the journey easier for both volunteers and our staff. Day to day I provide advice and support to the wider LVP team and as a team we support each other.

Emma - LVP Volunteer Officer – Central Support: Lancashire County Council



I started as a Volunteer Officer out in the community where I enjoyed meeting new people and supporting them through their volunteering journey into employment or enjoyment. My role now is central support, which is just as interesting in different ways. I am helping shape the way we recruit and manage our wonderful volunteers so that they all have a fantastic and easy experience with us.

The most important learning that we have done as a team is learning from each other. Partnership working is most easily achieved when you have fantastic teams- as we do!

I am in the midst of updating policies and procedures in the hope that it streamlines our services and offers. My work should save our Volunteer Officers time each week that they can then spend more time with their volunteers and those we support.

Mark - LVP Volunteer Officer: Lancashire County Council



I have recently joined LVP, however in the time I have been here I am finding the role with LVP to be refreshing and productive. For example, there is nothing better than putting a match together in the community or supporting a volunteer into a library and the positive difference this can and does make to individuals and teams. It is great to be at a meeting with other service users, put your hand up, and say, "We can help," or "have you thought about trying this?"

I have had an excellent work shadowing induction with colleagues from the partnership over the first month when I started. This was an excellent grounding before I was "let loose" into the community but it was well worth it because that learning, and training has helped me to develop my style for delivering a professional service. I have also been on a presentations training course and completed e-learning modules that are mandatory for my role. There has been shared information and learning at the LVP team meetings that we attend.

I share information with colleagues when an opportunity to do something constructive arises, for example, a networking chance that may lead to more people to support or volunteers. I make sure I am in touch with my volunteers and those they support to ensure a high quality of service and to know that I am there for them and can rely on my promise to do my job. Being attentive to changes to policies and procedures that are necessary to follow to ensure that LVP runs smoothly and consistently is important to the wider team and me.

Lesley - Volunteer Officer: Lancashire County Council



My role gives me the opportunity to make a positive difference for the people who use the service and the volunteers we recruit with a diverse element. LVP is accessible with no frills which contributes to the smooth process of referral and recruitment. My role enables me to be independent which provides a more efficient service in which promotes person centred values and positive outcomes. My role gives me opportunity to contribute in LVP decision making which also contributes to better outcomes. One of the main objectives for me is supporting mental health in which my role enables me to support the wellbeing of the people who use our service

and the volunteers. Supporting people to transform and develop is the most rewarding part of my role.

I have attended Virtual Dementia training, Autism and Aspergers Awareness, Wheelchair Management Training, Presenting with Confidence Training, Time management Training.

I think for me this is enabling and giving volunteers the opportunity to develop and believe in their abilities. Hopefully this provides a good service that our volunteers provide to our public. The professional approach impacts massively on the smooth running of LVP

Sapna - LVP Volunteer Officer: Lancashire Constabulary



Working for LVP has allowed me to gain an insight into the differing roles available within the public services in Lancashire, which in turn has allowed me to gain a good understanding of the wide range of ways, Public services are working together to reduce vulnerability in our communities. Being able to support a volunteer from their point of interest, during the application process, to them undertaking the role and doing regular reviews with them gives me job satisfaction like our input as an organisation makes a difference not only in the life of a volunteer but also in the lives of those who they support.

Since joining LVP as a Volunteer Support Assistant, I have had the opportunity to progress to become a Volunteer Officer. This has allowed me to challenge ways of working which has been hugely rewarding. During this time, I have had the opportunity to undertake a number of training course such as mental health awareness, Asperger's and Autism, effective time management and many more. I have had the opportunity to take part in a confidence building session and this has had a very practical impact not only in my day to day working but also in my personal development.

In my role as a Volunteer Officer, my main task is to recruit, support and encourage our new and existing volunteers in their volunteering journey. I feel that the support provided by the team to our volunteers is essential in the invaluable contribution that they give in our communities as they often go above and beyond to support those who are vulnerable. By having a reliable, knowledgeable and dependable staff base at LVP our volunteers know they also have support should they require our assistance.

Tom - LVP Volunteer Officer: Lancashire Constabulary



I really enjoy being out in the community and meeting people from a wide range of different backgrounds, I love hearing their different stories, life experiences and why they want to volunteer but also why they would like a volunteer to support them. I also really enjoy multi-agency working as I truly believe it works for the benefit of everyone involved, plus seeing success stories is really rewarding.

I have taken part in the child and family training day, which was really interesting and worthwhile, I have also taken part in the virtual dementia tour, which again was really interesting and insightful, it really did open my eyes and gave me a good understanding of the illness.

I am only a phone call away, I take it upon myself to make sure people can always ask me about anything, I will try my best to provide a good service and make sure I'm always friendly and helpful to volunteers, they come first.

Suzie - Volunteer Police Cadet PCSO: Lancashire Constabulary



I like to see the positive difference that I make to the cadets and their families and witness how a cadet's confidence can grow, and their leadership abilities come out. I am doing an Award in Education and Training which helps me in my role and also increases my confidence in delivering sessions. I have many cadets who come from challenging backgrounds and through the cadets I can see them develop and change their behaviour. Some of the cadets want to continue volunteering when they get older and they enjoy the challenges put to them through the cadet sessions. As the Cadet group we do volunteering work in the community and have raised over £1,500 for charity.

Kien – Volunteer Police Cadet PCSO: Lancashire Constabulary



I like the variety that the job allows me to do. I enjoy working with the cadets, seeing them at their starting point and how much they progress as individuals and team members. I also enjoy seeing the enjoyment that they get from being involved in various activities that I have arranged for them.

The training that I have received recently is training to enable me to teach first aid, lowland leader and first aid training for DofE, 'NVQ Level 2 in activity planning award in employment awareness, safeguarding training, English and maths exams 5 days wildlife course and training in new IT systems.

I have made an impact by getting the cadets involved with lots of community projects, I also made good contact with other agencies, I took upon myself to get to know each individual cadet and I have a good relationship with all the parents. I have good support from other cadet coordinators and neighbourhood team which also include communicating with the cadet leaders because they are there to support the programme and the cadets. I also offer help and provide assistance to the other cadet units when I am asked to do so.

Zoe - Volunteer Officer: Lancashire County Council



I really enjoy recruiting and managing volunteers of all roles, especially the befriending role as you can truly see the magic when linking two people together who can occasionally become lifelong friends. I also enjoy the mix of being agile and working in the office to meet fellow staff or partners. It is good to have the mix as I enjoy visiting clients and meeting volunteers.

I currently have a work coach to help in certain areas of my work life

Courses attended:

- ✓ Children safeguarding, presentation skills, unconscious confidence, 3 c's for health & wellbeing, Asperger's & Autism, wellbeing & resilience, dementia awareness.
- ✓ I helped L Robinson deliver volunteer training as part of my development.
- ✓ Completed e-learning such as prevent, info governance and others.
- ✓ I also volunteered to be on the BBC Lancs radio at the last LVP event as I felt this was valuable for my development
- ✓ Attended an NHS – people make communities conference. This helped with increasing my local knowledge.

I implemented catch up meetings with my team mates to ensure that our volunteer applicants and client referrals were being dealt with efficiently and also discuss active placements to go over any issues. As well as this I feel I contribute well in the county team meetings, making suggestions to improve processes or giving information to new colleagues if they are unaware of a process.

3. RSM EVALUATION

RSM have worked with Lancashire Volunteer Partnership to provide an evaluation of the Integrated Public Services Volunteer Hub programme.

The overall objective of the evaluation is to provide an evidence base to:

- Demonstrate value for money to the Home Office regarding the funding provided for the programme (included in section 4-8),
- Capture lessons to inform the continuation of the work of the Hub and future bids (included in section 9),
- Communicate and promote achievements to the public and other stakeholders (included in section 5).

This work was planned in three key stages:

- 1 RSM in partnership with LVP designed the evaluation. We mapped project outputs to the strategic objectives in the business case, identifying outcomes and benefits and the basis on which they can be measured. A data audit was carried out in conjunction with the LVP programme team to assess suitability and availability of existing baseline data. RSM used these findings to produce with LVP a final evaluation framework.
- 2 A baseline report was produced and presented in July 2017. This report involved the collation, analysis and interpretation of baseline measures.
- 3 This final report evaluates the achievements of the LVP programme and identifies progress against the baseline measurements.

3.1 The measures

In stage one of the work conducted by RSM the programme measurements were developed to assist with evaluation. These measurements provided a framework for evaluation, they consisted of:

1. Increase Value for Money,
2. Increase Capacity,
3. Decrease Vulnerability,
4. Increase Volunteer Confidence,
5. Create and Maintain a Civil Emergency Response.

4. BENEFIT 1: INCREASE VALUE FOR MONEY

To assess this benefit, RSM have measured:

- 1) Social return on investment: this includes both a value representing general volunteering and a value representing the impact on the individuals LVP volunteers support on the befriending programme.
- 2) The staffing costs of LVP.
- 3) The cost of the programme per volunteer and per hour volunteered.

This benefit has been calculated based on:

- actual figures for 2016/2017 (baseline).
- actual figures for 2017/2018

4.1 Social return on investment

Social return on investment has been calculated by understanding, documenting, and where possible, valuing the outcomes that LVP has delivered through its programme. RSM unpicked and sought to understand the story of LVP volunteers and “clients” supported by the LVP befriending programme*.

The nominal monetary value of LVP activity is calculated by using academic evidence to estimate the financial cost for example of an individual with depression to society. We then multiply this nominal value by the number of LVP clients who are identified as having depression.

An important part of social impact is understanding what other services and support is available to e.g. an individual suffering depression, outside of the LVP service. This allows RSM to ensure that only benefits attributable to LVP are counted. For example, if LVP is one of 5 services offering the same support then only one fifth or 20% of the monetary value will be attributed to the programme.

*The befriending programme is an LVP voluntary service where members of the public who are currently using statutory services i.e. social services are referred by partners to LVP. LVP then allocate a volunteer to “befriend” them.

4.1.1 Methodology – Clients

To calculate the impact that the befriending programme has on the lives of the client, families of the client, the volunteer and the state, two data gathering processes were undertaken prior to modelling:

Interviews with clients: Client interviews were carried out, and responses were analysed, identifying themes i.e. loneliness, depression, inactivity etc prior to the involvement of the LVP and the impact after i.e. carer respite, increased activity etc.

Please note that outcomes identified from the case studies have not been verified, and the social impact model is an approximation estimated following client interviews.

Review of Better Impact data: A snapshot of the relevant information stored on the LVP database, Better Impact, was obtained and analysed.

Designing the model: A model was created for each of the categories, by analysing the outcomes identified during the client interviews and by reviewing information on the Better Impact database.

The actual data that was extracted during the 2017 baseline by RSM resulting in nominal value calculations for the programme i.e. 50% of the befriending programme clients had depression, have been applied to each of the years evaluated. The detailed calculations are included in Appendix A.

4.1.2 Client Case Studies

Throughout the report are several case studies that demonstrate the impact of LVP Volunteers on a day-to-day basis. There are some truly, inspirational stories and it is these case studies that have helped RSM develop the social impact model.

Even though names and places have been changed, all the case studies in this report involve real volunteers and people they support, RSM have met them as part of structured interviews and personal accounts. We thank them for telling us their stories and allowing us to use them in this report.

4.1.3 Social Return on Investment for Clients

The model focuses on six categories of impact listed in the below table. These categories include the cost of inactivity, depression, loneliness, the impact on carers etc (further details in appendix A)

Based on the model developed, using the information from client interviews and the better impact database the social return of the programme when focussing on client impact is **£4,156,384** across the life of the programme.

Category	FY 16/17	FY 17/18	% change
Older People	£206,710	£403,548	+95%
Mental Health	£36,872	£72,579	+97%
Physical Disability	£52,523	£102,452	+95%
Learning Disability	£41,620	£80,202	+93%
Sensory Impairment	£15,077	£29,181	+94%
Young People	£1,485,541	£1,630,080	+10%
Total	£1,838,343	£2,318,041	+26%

4.1.4 Methodology – LVP Volunteers

The baseline data gathered for the number of volunteers (including special constabulary) is below.

Category	16/17	17/18
No. of Volunteers	2,362	4,212
Average Hours General Volunteers per week	3.5 Hours	
Average Hours Special Constables per week	5 hours	

This base data is used to calculate the social return of volunteering. The calculation comprises of three key areas:

- Economic Value of Volunteering:** a calculation of the hours volunteered by those over 18 is multiplied by the national hourly living wage of wage of £7.83, for under 18's that value is £4.20.
- Benefits of reducing depression and anxiety:** It is assumed that all volunteers have an 18%¹ less likelihood of anxiety or depression, due to their activities volunteering.
- Increased physical activity:** It is assumed that all volunteers carry out increased physical activity because of their volunteering. Our calculation therefore includes a calculation associated with a reduced likelihood of health risks associated with inactivity.
- Reduced vulnerability of young people:** Vulnerable Lancashire Volunteer Police Cadets benefit from a safe and stable environment, role models, peer support and engagement in social activities and social action projects which reduce their vulnerability.

4.1.5 Social Return on Investment for Volunteers

Category	FY 16/17	FY 17/18	% Change
Economic Value Volunteering	£2,126,020	£5,684,031	+167%
Reduced Depression & Anxiety	£130,378	£320,126	+146%

¹ <https://www.theguardian.com/society/2016/nov/10/scouts-and-guides-at-lower-risk-of-mental-illness-in-later-life-study>

Increased Physical Activity	£24,942	£61,243	+146%
Social Return Value for LVP Volunteering	£2,281,341	£6,065,400	+166%

4.1.6 Overall Social Return on Investment for Clients & Volunteers

This table includes both the social return from the “Client” and “Volunteer” calculations and provides a total benefit value.

Category	FY 16/17	FY 17/18	% change
Total Clients	£1,838,343	£2,318,041	+26%
Total Volunteering	£2,281,341	£6,065,400	+166%
Overall Social Return	£4,119,684	£8,383,440	+103%

Creating a Single Business Function

It was anticipated that the creation of a single business function and volunteering gateway would bring savings of efficiency and would deliver improved consistency. LVP strived to encourage all Lancashire statutory partners to transfer the provision of their volunteer service to the partnership hub. A greater number of partner volunteer services transferred to and managed by LVP will further enhance the amount of value for public money.

LVP provided RSM with baselined staff costs during the initial exercise in 2017 and updated figures in 2018.

Category	FY 16/17	FY 17/18	%Change
Staffing costs	934,000	840,895	-10%

The measure shows a decrease in actual staffing costs between the evaluations during 2016 and 2017 to a value of **10%**, **£93,105**.

4.2 Cost ratio programme to volunteer / volunteer hour

The cost per volunteer and per volunteer hour has reduced between the baseline and the final evaluation (per volunteer 49% and per volunteer hour 63%).

	16/17	17/18
Staffing Costs	£934,000	£840,895

Cost of Programme per volunteer (staffing cost / no. of volunteers)	£395	£200
Cost of Programme per volunteer hour (staffing cost /volunteer hours)	£2.89	£1.06

4.3 Overall Return on Investment with Staffing costs deducted.

The below table shows the overall social impact of the programme with the LVP staffing costs subtracted.

Category	FY 16/17	FY 17/18	% Change
Social Return (clients & volunteers)	£4,119,684	£8,383,440	+103%
LVP Staffing Costs	£934,000	£840,895	-10%
Overall Value (return minus staffing costs)	£3,185,684	£7,542,545	+137%

5. BENEFIT 2: INCREASE CAPACITY

Lancashire Volunteer Partnership aimed to increase the number of volunteers in the county managed by the partnership, this will in turn create a higher volunteer to volunteer officer ratio which will have a positive impact on cost effectiveness.

Whilst overall there was an ambition to increase the number of volunteers supported by LVP for instance by taking responsibility for the support of the special constabulary from Lancashire Police. LVP also set an additional ambitious target to recruit 300 community support volunteers who would specifically focus on reducing social isolation and vulnerability. LVP were clear this target did not distract from the tremendous contribution all their volunteers make to help reduce social isolation, protect our communities and reducing vulnerability.

To measure this benefit, a snapshot view was taken from the LVP Better Impact database detailing the current number volunteers and their demographics.

Secondly, the number of hours were measured through the data recorded in LVPs Better Impact database and through conversations held with the volunteers by RSM. Special Constables hours which are included in the final evaluation are actual figures whilst other volunteer hours are averaged at 3.5 hours per week.

Lastly, the number of LVP volunteer officers were provided by LVP, the number of volunteer officers to volunteers was then calculated.

5.1 Number of Volunteers Supported by LVP

Measurements provided from the ICT database used by LVP.

Category	FY 16/17 (Actual 9 months)	FY 17/18 (Actual 12 months)
No of Volunteers	2,362	4,212

5.1.1 Community Support Volunteers

The target to recruit an additional 300 Community Support volunteers to focus on reducing vulnerability and isolation was achieved by the team. In 2017 LVP supported 221 community support volunteers, in 2018 that number as increased to 344. This ambitious target was met by target marketing to increase volunteer numbers and by working in partnership with other providers LVP were able to ensure that the right support was offered to the person at the right time. The value delivered by Community Support Volunteers can be seen in Benefit 3

5.2 Volunteer Demographics

The information below consists of the demographics of LVP volunteers. The baseline was obtained by RSM from the Better Impact database and July 2018 information was provided directly by LVP due to GDPR restrictions.

5.2.1 Geography

Volunteers	2018 measures
Blackburn	17.97%
Blackpool	6.34%
Burnley	6.04%
Chorley	4.25%
Countywide	19.62%
Fylde	3.29%
Hyndburn	3.20%
Lancaster and Morecambe	6.70%
Pendle	4.61%
Preston	10.32%
Ribble	1.70%
Rossendale	1.88%
South Ribble	4.96%
West Lancashire	4.78%
Wyre	4.34%
Total	100.00%

The Blackburn area provides the largest percentage of LVP volunteers at 17.9% in 2018. Blackburn has shown the greatest increase in LVP volunteers in a geographical area with a

12.5% increase from the baseline figure in 2017. This increase has been brought about during their transition over to LVP.

Worthy of note is the large group of volunteers (19.6% of the total number of volunteers, 2018) who provide countywide services, such as archives, countryside services and volunteer with Lancashire Police. This figure has marginally increased since the 2017 baseline.

5.2.2 Age

The highest rate of volunteering nationally is found in the 65-74-year-old age group with those between the ages of 25-34 volunteering least. Interestingly, whilst LVP volunteers in the older category area a significant percentage of total volunteers at 21%, those between the ages of 10-19 years old are providing 26% of the volunteering in Lancashire. This can be explained by their commitment to providing lifelong volunteering opportunities, LVP encourage their cadets, reading hacks and other young volunteers to continue their volunteering journey into cadet leadership, the Special Constabulary and into community support volunteering.

Age Category	% 2018 measurement
10-19 years	26.43%
20-29 years	18.28%
30-39 years	8.53%
40-49 years	8.77%
50-59 years	10.05%
60 years and over	21.02%

Younger Volunteer Case Studies ** names of volunteers have been changed.*

The youngest LVP volunteers include the reading hack group and those supporting trading standards. The largest group of young volunteers are police and fire cadets and case studies relating to these can be found section 6.

Reading Hack

Case Study 1

Bethany began her volunteering journey as a Reading Hack in a library, a role for younger people to become involved in their local community and support other children and young people during the school holidays. Bethany felt the role was exactly what she needed to gain confidence, meet new people and experience new situations. The library team could not praise Bethany enough for her dedication and commitment to her volunteering role. When Bethany turned 18yrs, a job vacancy became available at the same library where she volunteered and feeling confident enough to try to get it she applied, the rest is history. Now, whilst working as a paid staff member at the library, she supports the local Volunteer Officer to interview and induct new volunteers into the volunteering roles within the library.

Case Study 2

Afham has been volunteering as a library Reading Hack for over two years in East Lancashire. He is studying for his A-Levels, yet still finds the time to volunteer weekly and participates in all the library events. He was selected by the reading hack coordinator to represent reading hacks at a reading hack celebration in London along with the Head of Libraries, Museums, Culture and Registrars. At the event, he represented Lancashire, answering questions about how the scheme runs in Lancashire and the benefits it brings to volunteers. His volunteer co-ordinator said: "It's been a pleasure working with the Reading Hacks and the teen group, I'm very proud of Afham and the other Reading Hacks, they're a great bunch who make it so worthwhile and are always willing to get involved."

Trading Standards

Case Study 3

Mia has been volunteering with Trading Standards for over 12 months and enjoys the feeling of being part of something that prevents harm to other young people, she explained, "I started to do test purchasing as part of my Duke of Edinburgh bronze award and I have continued to take part in test purchasing for Trading Standards as I see the importance of it preventing underage sales and it has helped me grow in confidence and as a person. I really enjoy it and I'm glad to be contributing to making my county a safer place."

Older Volunteer Case Studies ** names of volunteers have been changed.*

LVP have a valuable cohort of older volunteers, these volunteers bring a wealth of experience and often more flexibility with their volunteering hours than younger volunteers, who are more likely to be in full time education or employment. They fulfil a variety of volunteering roles and form an intrinsic part of LVP volunteer base.

Case Study 4

Isla worked for Lancashire County Council for 30 years as a Manager for the Young People's Service, managing 5 youth club units and prior to that as a youth participation worker, giving young people a voice in the community. Isla said;

"Many people asked over the years what I would do if I won the lottery and I always said I continue to do this, be a youth and community worker, as I love it. I was used to working 4/5 nights per week across Rossendale and when I took redundancy the Rossendale Team leader asked if I would volunteer for the Star's Group (Special Educational Needs) on Thursday evenings to support delivery. People I previously line managed do not understand why I'd come back to volunteer, but to me it is simple. I love what I do and want to put something back into the community and this to me is putting back."

Case Study 5

Rob joined the Special Constabulary in September 1980 and is now Special Chief Inspector. His roles during this time have been wide and varied and include activities such as supporting a review of the Special Constabulary to ensure we meet the on-going needs of the constabulary, minibus driving for the Cadets, a range of photographic duties, which support media and engagement, award ceremonies etc. along with assisting at a wild fire major incident and supporting road watch volunteers. When asked what he gets from his volunteering one of his main reasons was a sense of purpose. He retired at 55 years of age but wanted to continue to provide support by using his skills and experiences to help Lancashire Constabulary. Making a difference and putting something back has motivated Rob to keep volunteering – would he recommend being a special to others? "100% for all sorts of reasons.

Case Study 6

Henry joined the Lancashire Police Volunteers Scheme in 2012 as a Community Road Watch (CRW) volunteer, a role that he has embraced and continues to perform. Not only does he assist in the enforcement element of the role he also completes the post operation administration, which saves police time and he regularly gets involved in role play exercises with the Learning & Development Team. The following year he further developed his skills by volunteering to support the CCTV team, helping to identify potential evidential footage of incidents. For one incident, the Detective Inspector in charge of the case recorded 'Henry had devoted a significant amount of his time to viewing CCTV of a rape allegation, providing officers with detailed updates, which massively assisted in the investigation.' The support he provides could save officers viewing between 2-5 hours of footage. He continues to support his Neighbourhood Policing Team who describes him as 'Very enthusiastic and very willing in the activities he does for the organisation and indeed the community'. He manages three monthly Community Surgeries, and provides advice, collates intelligence and queries which he then disseminates. His presence provides reassurance and confidence to the respective communities. His efforts have saved incalculable police hours over the years and his links to the community has increased the trust and

confidence in the police, he has a tremendous social conscious and is a valued member of the policing team.

Case Study 7

Grace volunteers for a various number of roles within Lancashire Constabulary and gives a great deal of commitment to each role. She is well known within the Constabulary for all her hard work. Grace hasn't always been of good health and has been through some tough times but throughout all of this she has continued to support the Constabulary with her volunteering. Comments below from members of staff that have worked closely with Grace.

Sergeant, Intelligence Unit

I know Grace has been an active volunteer within policing for so many reasons and brings a range of skills to her role. Grace started in our Intelligence Department about six months ago and once a week she makes herself available to process the entire PACE house search forms that have been completed. This role involves her meticulously recording details on our systems and then storing the documentation so that they can be retrieved to export any information should it be required. Grace is thorough in this process and is open to extra responsibilities as and when it is required. She is prompt in her time keeping, well presented and professional – an asset to this department. She is popular with the team and I know she conducts another volunteer work within the organisation.

RJ Co-ordinator

Grace has volunteered for the Restorative Justice team for the past three years and in my experiences with Grace, she is always willing to support, and assist given the demands placed upon herself. Grace's role is as an RJ Facilitator and has carried out Restorative Justice Conference's during her time with my team, ensuring both harmed & harmers are treated alike without prejudice ensuring they are all supported throughout the RJ Process. Linda really enjoys the volunteering she does, and it gives her something to focus on. She speaks highly of Lancashire Constabulary and is very thankful of the opportunities she's been given throughout her years of volunteering. She has been awarded her 10-year pin badge and is an asset to Lancashire Constabulary, which is shown in all her hard work and the comments from those she has volunteered with.

5.2.3 Gender

Below is the gender breakdown of LVP volunteers. The 2017 figures were obtained by RSM from the better impact database which contained the self-defined gender of volunteers, the 2018 figures have been provided by LVP.

Gender	% 2018 measure
Male	41%
Female	57%

Over the year, the gap between the number of male and female volunteers has decreased marginally. However, in both years where we analysed volunteer data, there are slightly more female volunteers than male which is reflected by national data. Nationally, 23% of women volunteer regularly while 22% of men do the same.

5.2.4 Ethnicity

LVP strive to recruit and retain a representative volunteer base. In the 2011 census Lancashire recorded a BAME population of 10%. The table below shows the self-reported ethnicities of LVP volunteers by age category. LVP are particularly pleased at the increasing number of young BAME volunteers who they hope will stay with them and go on to volunteer as they get older or help increase representation as they move into paid public service roles.

Age Category	BAME % 2018 measurement
10-19 years	12.9%
20- 29 years	14.0%
30 – 39 years	15.7%
40-49 years	14.6%
50-59 years	6.5%
60 years and over	1.7%

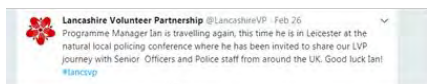
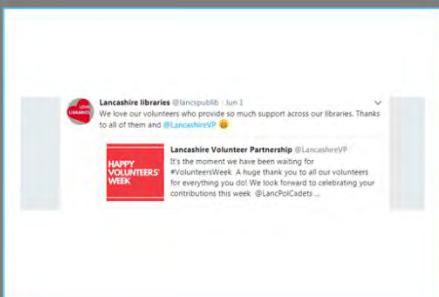
5.2.5 Engagement and Communication Strategy

LVP have developed an engagement and communication strategy which aims to support local volunteer officer activity in their task to increase the numbers and diversity of volunteers.

The strategy included two dedicated months of activity (September 2017 and February 2018) this included radio advertisement, promotional events and visual marketing. The calendar of events takes place throughout 2018.



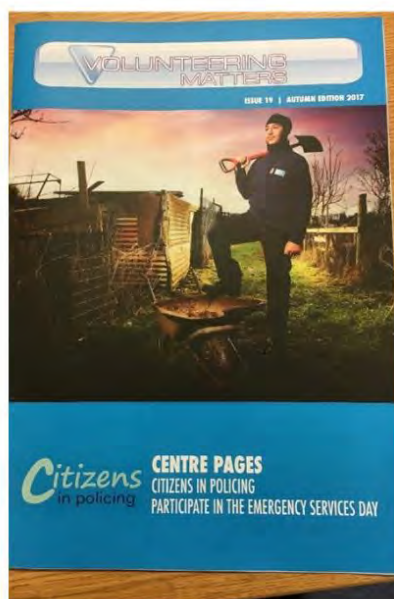






Uni of Cumbria @CumbriaUni · Mar 12

Did you see @LancashireVP at the #Education #CareersFair today? Find out more about what they can offer: lancsvp.org.uk



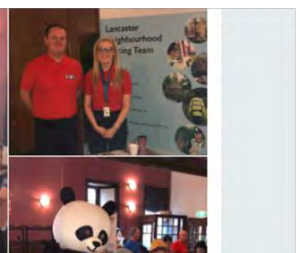


Volunteer today and #feelchampion @LancashireVP campaign now on our digital screens in the bus and railway stations. #Blackburn



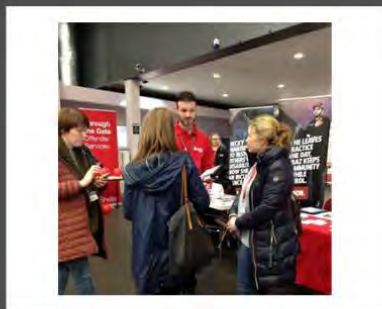
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Tweet your reply



☒ DEMENTIA IS NOT JUST ABOUT LOSING YOUR MEMORY
☒ THERE IS MORE TO THE PERSON THAN THE DEMENTIA
☒ IT IS POSSIBLE TO LIVE WELL WITH DEMENTIA
☒ SOCIAL INTERACTION CAN DECREASE FEELINGS OF ISOLATION AND DEPRESSION

WWW.LANCASHIREVP.PARTNERSHIP
 LANCASHIRE VOLUNTEER PARTNERSHIP



AREAS

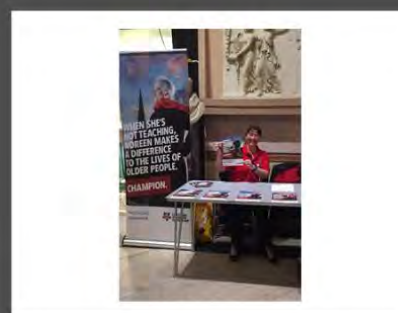
BEFRIENDING
 Visiting people who may be feeling lonely or supporting those who are struggling to get about independently

CARER SUPPORT
 Support a carer by providing a short break

COMMUNITY
 Support neighbourhood policing teams as a Special Constable or as a Police Support volunteer or with young people as a Cadet Leader.

LIBRARY
 Support activities in your local library for adults and children.

OUTDOORS
 Support with a gardening project or





Lancashire Volunteer Partnership @LancashireVP · 27 Nov 2017
LVP has made its way to Spain! #weltravelled



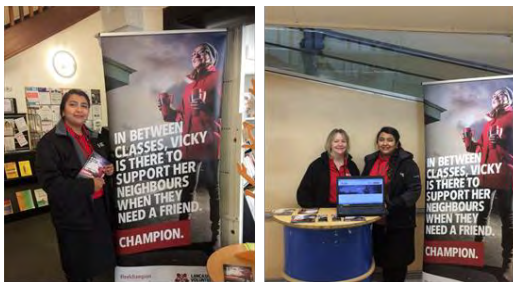
Easter bunnies. #EuxtonLibrary





LancsPCC @LancsPCC · 14 Dec 2017
There's now around 4000 volunteers signed up to @lancashireVP who are already doing fantastic work in their communities & plenty of support from the fantastic staff. Excited to see the next steps develop!





LancsSpecials @LancsSpecials · Jul 14
Wednesday night - Rivington Barn, over 3000 people watched the World Cup Semi Finals



Standard, even staff and regular colleagues at #HerdEmUp to protect vulnerable people. A successful operation, the vast majority of festival participants managed to #HerdEmUp without incident.



LancsSpecials @LancsSpecials · Jul 23
The team of specials at Bamber Bridge on Sunday, some of the volunteers for this were diverted to Skelmersdale doing vital scene preservation work

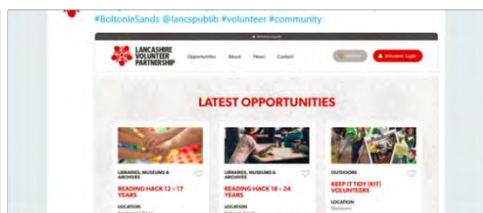


Posted by SocialSignIn
Just now

The specials recruitment window opens 1st Nov - 15th Nov. If you are interested and want to find out more please come along to our recruitment evening on the 1st Nov 6.45 - 8.15pm at Police Headquarters. Register here for this ticketed event.



You Retweeted
Valley Soroptimists @SIRossendale · Jul 4
 Last night we had a very inspiring talk from @LancashireVP, all about their #befriending service. If you could spare just an hour a week, or know someone who might, to help ease someone else's #loneliness, please share this post & get in touch.



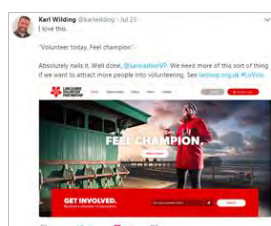
5.2.6 Social Media

LVP has embraced social media, developing and driving their online presence. They ensured their message was online from the outset with their formal launch event streamed live through Facebook.

2018	February	March	April	May	June	July	August
Twitter followers	258	368	406	451	475	480	504
Facebook likes	972	987	1034	1054	1104	1147	1170

Members of the public and partners have also engaged with LVP through social media.





5.3 Number of Hours Volunteered

The initial measurement taken in 2017 was obtained by RSM using the Better Impact database and client interviews to gain an average hour per volunteer per week figure of 3.5. LVP verified the figures using the Better Impact database. This consisted of actual hours for the special constabulary and confirmation of the 3.5 average hours for all other volunteers.

Type of Volunteer	Hours – July 2017	Hours – July 2018
All other Volunteers	322,413	793,784

The volunteering programme for special constables was transferred in 2018 to LVP from Lancashire Constabulary. Therefore, there were no hours recorded in year one of the programme.

5.4 Ratio of LVP officer to volunteer

The LVP officer's role is to manage/support the volunteers. It is important to ensure LVP maintains an appropriate number of paid volunteer officers to support their growing volunteer base. However, as the LVP hub has developed the managers have reported greater efficiency accommodating a higher volunteer to officer – ratios, i.e. each officer would be able to support more volunteers.

Ratio 2018	
Volunteer Officers (FTE)	16.05
Volunteers	4,212
Volunteer Officers: Volunteers	1:262

The ratios above show that currently each volunteer officer provides support 262 volunteers.

6. BENEFIT 3: DECREASE VULNERABILITY

An important driver for the partnership hub is to decrease the vulnerability of the public of Lancashire. This is primarily done through:

1. Step Down: This programme is designed to meet the needs of their clients through de-escalating their use of statutory services through identifying where volunteers can provide the same support.
2. Stop Escalation: This programme is designed to meet the needs of their clients through preventative services to slow down the escalation of the person into more costly interventions.

6.1 Community Befriending Programme

Community Befriending allows volunteers to visit an isolated person to provide company, aid with confidence and have new experiences. The programme is open to clients referred to LVP who currently use statutory services (step down) or who require preventative services (stop escalation).

An ambitious target was set to recruit 300 community support volunteers by the end of the programme this figure was exceeded half way through Year 2 with LVP now having 344 volunteers in this role.

Below are case studies of people who are Community Support Befriending Volunteers who have made a significant difference to their client's lives and have given great contribution to their communities. These case studies are followed by the stories about the individuals who use the service.

6.1.1 Case Studies – Community Support (Befriending)

Case study 8

Josh lives with schizophrenia and struggled to make meaningful relationships in the community, so was often house bound with no plans or routine. He had 2 volunteers over 5 years to support him to get out into the town centre for a coffee. When his second volunteer moved out of the area, his Volunteer Officer suggested Josh try and volunteer himself. He is smart, funny and kind and these are all the aspects needed to become a befriender. Josh was excited to try this role and was soon matched up with a local man who was a similar age. Tom also lives with mental health issues and has epilepsy; the seizures due to this have made Tom more anxious to leave the house, as he has no memory of what he does as they happen. All Tom requested was to have someone to support him to go to a local football session that he used to attend. Josh and Tom connected immediately and have enjoyed the football sessions weekly since they met. Tom tells us that Josh has provided him with a lifeline, allowing him to begin again with a hobby he thought he would never be able to enjoy again. Josh too has reported a massive change, he has stopped socially drinking and hopes that his volunteering experience may lead him back into paid employment.

Case Study 9

Rachel supports a woman called Beth who has a learning disability and struggles with confidence to travel to places on her own and meet people. Beth is a mum of two young children and is married to her husband who also has learning disabilities. Beth had become socially isolated due to not having the confidence to access local places by herself and was heavily relying on her mother for social interaction and going out. This was having a huge impact on her mother who desperately needed respite and was conscious that as she was ageing she would not be able to continue helping in this way. For the first part of the placement, Rachel helped to increase Beth's confidence using public transport by getting her to learn the bus route that dropped her off by a local café within her community. Rachel firstly accompanied Beth from her home to the café on the bus to help her gradually gain confidence with this. Once Beth felt confident enough, she started to meet Rachel at the café by using the bus on her own. Rachel successfully helped Beth complete this goal who now meets other friends on her own each week. Rachel is now supporting Beth with sourcing information about local groups available for her to join locally.

Case Study 10

Melissa visits Adele every Monday for at least an hour at her home to have a chat about life and shared interests. Adele has a high level of need due to frailty and sensory impairments and due to this; she is unable to go outside on her own. Melissa has become good friends with Adele and enjoys visiting her, as she knows she is making a real difference to Adele's week and is improving her overall health and wellbeing. Adele has always spoken very highly of Melissa and appreciates her company, as she tends to be the only visitor she has and can feel very lonely and isolated from the outside world.

Case Study 11

Harry supports a man called Ray once a week for a couple of hours. Ray recently turned 100 years old and lives at home with his wife who is his main carer. Without the volunteer, Ray's wife would find it difficult to have a break and has expressed how grateful she is to have Harry and the LVP service. When reviewing the placement with them, it is obvious how it has progressed to a friendship. Harry has always shown consideration of Ray's age and has said that he feels it is important for him to remain independent as much as possible i.e. providing choices of where they can go for a trip out, where to eat or drink and much more. This has helped Ray keep his sense of pride and has allowed for their friendship to grow. Without the volunteer Ray would not be able to go to places such as Carnforth and Hestbank where they visit local places of interest, this helps Ray to reminisce about the past, keeping his mind active and alert, as well as helping him feel less isolated and increases his social contact.

Case Study 12

Olivia supports a young woman called Sophie, who has Autism, to help her meet goals such as 'to increase confidence and self-esteem, to increase social interaction, to access local places within the community, and to be active and alert'. Before meeting Olivia, Sophie had become very isolated due to having no confidence with going to places and panicked when in crowded areas. She would often avoid being around people due to this so did not have much social contact with the outside world. Olivia provided Sophie with not only a well-needed friendship but with confidence to go to places within her community. Olivia started by accompanying her to places she wanted to go to i.e. food/clothes shops, launderette, and even to the veterinary for problems with Sophie's cat. They also spent leisure time with each other and often go out for lunch. Both have said how Sophie's confidence has grown since they first met, and she is much

happier with life. She has taken small steps by trying to go to places by herself now. Without Olivia's help, Sophie would have become more isolated. She has given Sophie a new outlook on life by giving her confidence to be part of her community.

Case Study 13

Calum supported an elderly man called Henry who had no family or friends living locally, he was extremely isolated from the outside world due to his mobility.

His only social interaction was with a paid carer who visited twice a day but were always restricted for time. Calum made a commitment to visit Henry once a week for a few hours to spend social time with him and going for short walks using a wheelchair. This improved Andrew life as a whole, by making it possible for him to visit local places and meet new people, which he had not been able to do for such a long time. Henry was no longer isolated and felt part of his community again.

One afternoon Calum found Henry sat in his chair in a lot of pain. He had fallen that morning and was in too much pain to move from his chair and could barely stand up, he was very distressed. Calum acted immediately and contacted the emergency services and Henry was admitted into hospital where the necessary steps were taken to help him. Without Calum's visit, Henry could have remained in a lot of pain for hours before his next carer visit. Calum kept in contact with Henry until he returned home and then resumed their visits, which was important for Henry as this was a very upsetting experience for him and their friendship helped provide him with comfort and reassurance. Volunteers are often the safety net for people, having a volunteer has enabled Andrew to remain in his own home independently for longer.

Case Study 14

This case study is from one of the library managers who whilst commuting to work met with someone who had previously volunteered at her library. Joe reported what a difference volunteering had made to him at a difficult point in his young life, he had been suffering with depression and volunteering improved his mental well-being. He now works with a mental health team and reported his volunteering was a major factor in him getting a job because he was able to talk about the experience and what he had achieved. He said volunteering had made a massive contribution to where he is now.

Case Study 15

Hannah is 30 years old and suffers with Dyspraxia both verbal and physical, anxiety, and learning difficulties and finds it difficult to initiate and maintain conversation. Hannah would only leave the house with her mother and carer and she refused to use public transport. Hannah was referred into the LVP service as a stepdown from the Community Restart Mental Health Service. During the initial assessment Hannah was very anxious and reluctant to speak to the LVP Volunteer Officer. Her mum and dad who were present did most of the talking on her behalf. At first, Hannah was adamant she did not want volunteer support as she felt uneasy at the thought of meeting new people and having to interact with them. After persuasion from her mum and dad she agreed to accept support but only within her own home and when her mum was also present.

LVP found Hannah a volunteer who was of similar age to herself and agreed she would visit once a week for a chat. Future goals included a short walk with the volunteer on her own which would be a massive step for Hannah. Since starting the placement, a Volunteer Officer has visited to complete the 6-8-week review, during this they were told that after the first two visits Lucy had

managed to convince Hannah to come out for a walk. During another of their visits Lucy had mentioned a local dessert shop not too far from Hannah's house although it was a short bus journey away. Due to the fact Hannah had previously refused to use public transport the LVP Volunteer Officer was very surprised to hear that Hannah had agreed to go along with the volunteer on the bus to a busy dessert shop. Hannah took great pleasure in telling the officer all about this trip showing photos of what she had chosen and how her confidence had grown with Lucy. Due to such great progress in such a short amount of time they are already setting new goals such as getting involved in leisure activities such as swimming – this was suggested by Hannah! The LVP Volunteer Officer thinks having a volunteer of similar age and someone who can motivate Hannah has been perfect for her wellbeing.

Case Study 16

Jasmine was referred to the LVP after she had experienced a life changing illness. She was at a family wedding when she collapsed, causing her to fall into a coma. When she awoke some weeks later in hospital she had no idea what had happened and what was to follow. Jasmine had a rare diagnosis that effects very few people in the world. This led to her having fibromyalgia, vertigo, insomnia and other conditions. Due to the dramatic change in her life, she was forced to sell her family home and move into a more suitable property. To do this Jasmine also had to give up her dog. When LVP first met Jasmine, she was socially isolated and relied heavily on her children to provide her support, had very poor balance and had to use a walking stick to mobilise. Jasmine was also very emotional and found it hard to deal with issues. Jasmine was introduced to an LVP volunteer, Anna, and instantly they got on. As the placement progressed, Anna started to encourage Jasmine to leave the flat and she would walk short distances with her but building confidence the whole time. This progressed to using public transport and Anna supported Jasmine until she was confident enough to do this alone. As time went on, Anna would just visit Jasmine at home and catch up about how much Jasmine had done for herself. Jasmine was eventually going shopping for herself, attending appointments on her own, got herself 2 cats, started walking better, sleeping better and her whole mood was uplifted. She now does not rely on her children, and now goes on to have her grandchildren overnight. After 12 months of Anna's support, Jasmine had built the strength and confidence to live life independently and LVP ended the placement having not only achieving but surpassing all of Jasmine's goals and expectations.

Case Study 17

Steve was referred to the Integrated Team as he was being targeted and victimised in his local community. Steve is deaf and felt very lonely as he lived alone. He was being befriended by women who would then steal his money and use his home to bring back men for sex and take drugs. As Steve is deaf he would play music very loud, so he could feel the vibrations, which resulted in noise complaints being filed against him. As the property was being misused, it had fallen in to a state of disrepair. Steve was given the opportunity to move which he accepted. In order to ensure the continuation of his positive behaviour he was "stepped down" to LVP. He was introduced to a volunteer and together they sourced meaningful activities in the community. As his confidence increased they went further and he is now independently travelling on public transport to do his shopping, something he really struggled with previously. Steve now regularly attends a local club and plays pool regularly with his volunteer which has given him a new focus on life. At a recent review the LVP Volunteer Officer praised his change in lifestyle, he had completely changed his life around with the support and positivity having a volunteer has given him.

Case Study 18

Angela is currently completing her mental health degree at Accrington and Rossendale College. In the past she has suffered from mental health issues herself but has overcome her difficulties and as a result wants to give something back to the community. Angela is volunteering at Woodhaven Day Care centre and supports a woman with mental health issues. Michelle, the manager at the day care centre has stated that Angela's client looks forward to meeting her and that since she has started volunteering; her client's wellbeing has improved. Angela has also opted to volunteer in the community. She feels this is a great learning experience because you get to meet interesting people who have many different life experiences. Angela continues to learn from her volunteer placements, which helps with her studies, with the help of LVP's service and the Manager at the centre she has managed to complete a case study for her course, which her tutor said would evidence her learning.

Case Study 19

Nicola, aged 29, has learning difficulties and dyspraxia and left school when she was 14 due to bullying and did not return to education. Her experiences left her with anxiety and she did not leave the house again until she was 18 years of age.

Nicola wanted some freedom and her social worker contacted LVP to try and source a Community Support Volunteer to help. It was important to Nicola and her mum that a volunteer was a similar same age to Nicola as her as they did not want a "carer" type relationship. Luckily, LVP was able to recruit Jayne who was a similar age and their friendship has blossomed. Nicola had an ambition to travel on a bus, she realised the ability to do this would open her opportunities to try new things. Jayne and Nicola worked towards this objective and this year Nicola achieved her objective, and despite her anxiety, she travelled half an hour on a bus. Nicola has carers four times a week but, in the past, she has not really liked them, the time she spends with Jayne is different. Nicola enjoys being with Jayne and is planning to go to bowling with her soon. Nicola's main carer, her mum, values the volunteering Jayne does and has seen first-hand the real difference it makes to her daughter.

Case Study 20

Louise has mental health issues, which have left her feeling isolated and depressed. She was matched with a volunteer called Ameera who had experience of mental health and although initially she was nervous, they got on well together. Due to Louise's anxiety, the visits were taken slowly however, as their friendship progressed Louise's confidence started to grow and slowly she was encouraged to go out and about. Louise still has many mental health challenges in her life however; Ameera empowers her at each visit by giving her the preparation time she needs to motivate herself to go out without any pressure. They have been shopping and even out to lunch, which for Louise is a great achievement. Louise feels they are a very good match, they are similar ages and have similar likes and dislikes, she is grateful for the support Ameera gives her.

Case Study 21

Dawn has been diagnosed with bipolar and has other mental health issues. She was referred through to LVP and introduced to her volunteer Karen. They have been meeting now for 10 weeks during which time Karen has encouraged her to take part in different groups. As her confidence has increased she has become more involved in her local community and although still anxious Karen provides a reassuring arm for her. At a recent review, the LVP Volunteer

Officer was pleased to see how much Dawn had progressed in such a short time. Both Dawn and Karen said they were happy with everything.

Case Study 22

Mabel is in her 90's, she has multiple health issues and is in the early stages of Alzheimer's. She was introduced to her volunteer with the aim of supporting her to produce a memory box, this box would help Mabel as her Alzheimer's progresses. Mabel said, "it's good to have someone to laugh with" and I look forward to her visits each week. By having volunteer support, it enables her son (main carer) to have a short break knowing his mum is being looked after and motivated.

Case Study 23

Daniel has been struggling with depression for quite a while, in addition to this he has Asperger's and anxiety and as a result feels very isolated. Daniel's unhealthy lifestyle has led to an increase in weight however, the hospital will not consider him for a gastric bypass until he can evidence a change in lifestyle. He was introduced to a volunteer who is a physiotherapist and together they have embarked on a new journey towards a healthy lifestyle. The volunteer has given Daniel the confidence to get out and about more and recently he has joined a college photography class. Daniel said, "since meeting my volunteer, I feel my depression is better and I've started to look towards my future, my mobility has improved, and I am now starting to lose weight".

Case Study 24

Ellen had an alcohol related accident, which involved losing most of her sight and required her to have surgery. As a direct result of this she is now unable to walk independently, has tunnel vision and is depressed.

She was introduced to a volunteer who visits weekly, the volunteer encourages and supports her to re-engage back into community life and become an active part in her community. Ellen loves knitting and is teaching her volunteer to knit which has given her a sense of purpose. The aim is for them both to join a local group.

Ellen said "my volunteer has become my eyes, she is such good company and I love being able to get out and about again, it also means my son doesn't have to worry about me the same"

Case Study 25

Rayhan has MS, which means his day-to-day life can be a struggle. He was introduced to his volunteer who has given him more confidence to get out and about and helped overcome some of the mobility barriers he faced. Rayhan often cancelled appointments, as the thought of attending on his own was too daunting for him this resulted in a decline in his health. Rayhan said, "I consider the volunteer to be a companion and friend, he supports and motivates me when I am really struggling.

The following table shows the social value of the befriending programme.

Category	FY 16/17	FY 17/18	% change
Older People	£206,710	£403,548	+95%
Mental Health	£36,872	£72,579	+97%
Physical Disability	£52,523	£102,452	+95%
Learning Disability	£41,620	£80,202	+93%
Sensory Impairment	£15,077	£29,181	+94%
Total	£352,802	£687,962	+95%%

6.2 Lancashire Volunteer Police Cadets

LVP are proud of their Volunteer Police Cadets who get involved in all amounts of good causes and social action projects. The scheme was set up to be truly inclusive and aims to ensure that they reflect all the vulnerabilities that impact on the wellbeing of young people, whether that is bullying, loneliness, social isolation, disability or mental health. The following shows the impact of the Police cadets schemes through case studies and the social value added by LVP.

6.2.1 Case Studies- Police Cadets

Case Study 26

Aisha has been a Police Cadet for two years and is aged 17; she was born in Quetta Pakistan and moved to England in 2010. In 2012 her parents separated, she had to move school; this was a very difficult time, leaving her confused and frustrated and generally struggling with life. She joined the Cadets scheme as a Senior Cadet and states that she enjoys this tremendously and since attending, she has turned her life around. She has developed significant friendships whilst learning about the law and roles within the emergency services. She feels joining the cadets has helped her to overcome anxiety issues and she has recently taken part in the Bronze Duke of Edinburgh Award Scheme. She thoroughly enjoys being a part of the policing family, is very passionate about Police Cadets, and is hoping this will carry her on a journey to a career in public service. She said she has so much more to learn and new skills to develop and thanks the Police Cadets for continuing to have an amazing impact on her life.

Case Study 27

Josh is 16 years old and was referred to the Early Action team at Preston. He was involved in anti-social behaviour, was experiencing anger management issues both at home and school and was at real risk of entering the criminal justice system because of his associations. Since joining the Police Cadets, he has shown a real commitment and is now thriving. He is making positive changes and his behaviour has improved, the most notable is that he has not had any youth referrals for anti-social behaviour for two years and is no longer considered to be at risk of entering the criminal justice system. His younger brother has now also just joined the Cadets,

due to Josh's positive influence. Attendance at Cadets has given him the opportunity to show his strengths, develop his confidence and develop his social networks. He would ultimately like to apply for a Public Services Course at college but knows the entry route will be a struggle. His commitment has gone from strength to strength and he was promoted to a Sergeant in the Cadets as well as a Drill Commander; both these roles he takes very seriously. Josh is no longer working with the Early Action team but still attends the Cadets to rectify his earlier mistakes and make use of all opportunities that will help him to make the best of himself and deal with challenging situations in the future. The Cadets have genuinely made a real difference to this family and the positive life opportunities now available to Josh.

Case Study 28

Ryan joined the Volunteer Police Cadets in September 2016. He is from a struggling single parent family and an only child. There were no real issues with his behaviour during his first year however, over the summer of 2017, Ryan started hanging out with a group of troublemakers and following a row with his mother about his behaviour, he left home and moved into a house with several young men. Ryan then refused to return to school and did not return to police cadets, despite indicating that he would. The Early Action team became involved and there were real concerns that he was at risk. Following intervention and liaison between mum and son, Ryan agreed to return to Cadets, but not to return home. Since then, Ryan has had excellent attendance at Cadets; he has moved home and has built up a good relationship with his mum again. He has volunteered for several community events and over the coming weeks, he is doing his Bronze Duke of Edinburgh Award. The future is looking bright again for Ryan.

6.2.2 Social Value of Police Cadets

Category	FY 16/17	FY 17/18	% change
Young People	£1,485,541	£1,630,080	+10%

The Volunteer Police Cadets aim to provide a haven where young people feel safe and secure to prosper. Cadets are encouraged to engage in community projects and to get involved in social action and peer to peer support. Cadet schemes are run in local colleges and through the PCC Mr Grunshaw, Lancashire offer 650 places across the County.

LVP have dedicated staff who co-ordinate and support the scheme, they take personal pride in the difference they make to the young people who join the Cadets, many of whom go on to be volunteer cadet leaders or move into further education and paid employment. The pictures below are just a sample of the good deeds that the cadets have been involved in and illustrate their commitment to the Lancashire cadet motto of 'Let's Go Out and Do Some Good'. Cadet leaders and indeed some of the case studies included in this report testify that young people grow in confidence, leadership ability and communication skills whilst being a volunteer and that as a result they stand a better chance of achieving their life goals and aspirations.





LancsSpecials @LancsSpecials · Jun 11

Many thousands of people watched the Caribbean Carnival parade then went Moor Park, Preston to continue the festivities. Specials from Leyland, Chorley Skelmersdale helped those from Preston. Mounted Branch were also there, the horses are always popular #VolunteersWeek





Blackpool Cadets Army painting Easter eggs to bring huge children's hospice and the Children's Ward at Blackpool hospital this weekend. #happyeaster #caringcadets

Lancashire Volunteer Partnership @LancashireVP - 7 Nov 2017
Inspector Winter addressing the new East Division cadets and their families attestation ceremony. Welcome to our family. #joinus



cs Police Cadets @LancPolCadets - May 17
y that exam season is in full swing some of our cadets from Lancaster and recambe have joined us in the police station for revision, exam prep and pizza



Lancashire Volunteer Partnership @LancashireVP - 14 Nov 2017
What a great photo of our East Cadets at their Attestation with the Hi @HilltopHouseWorshipfulCommunity



Lancashire Volunteer Partnership @LancashireVP - Jun 11
Here are the winners! Blackpool cadets won the trophy for their efforts. Well done team.



Lancs Police Cadets @LancPolCadets · Apr 14

Blackpool and Fylde Police Cadets have enjoyed participating Brian House Trinity Hospice Bubble Rush today. Great event.



You Retweeted

Lancs Police Cadets @LancPolCadets · Jun 10

Well done to all our police cadets who have taken part in the Lancashire Cadet Competition this weekend. You've behaved impeccably. Massive thanks to all the leaders that helped too. You make it possible!



Lancashire Volunteer Partnership
They certainly are! Thankyou



Blackpool
It's #Int...
huge th...
@Lancs...
@Lanca...



Tim Jacques @ACClacques · Apr 6

Great to meet Bethany and Joshua from @LancsPolice @LancPolCadets today at the installations of the new @HSLancs Congratulations to Tony Attard on taking up this historic role and thank you to Robert Webb for a year of great service.





Cadets @LancPolCadets · Apr 21
Fylde Police Cadets are representing @LancsPolice at the annual competition at Sedgley Park with @gmppolice @BlackleyVpc @GMPCadets



Lancashire Volunteer Partnership @LancashireVP · 21 Oct 2017
Hyndburn and Blackburn cadets are bag packing @tesco clitheroe today to raise money for a local school. Great work team! #communityspirit



Lancashire Volunteer Partnership @LancashireVP · 6 Nov 2017
Blackpool police and fire cadets team up to marshal last night's Fleetwood Air Show Display. #999cadets #socialaction #iwill well done team!



Lancashire Police Cadets @LancPolCadets · Apr 14
Blackpool and Fylde Police Cadets have enjoyed participating and marshaling at the House of Trinity Hospice Bubble Rush today. Great event.



Lancaster and Morecambe Police Cadets
Wednesday at 18:35 · G
Cadets and team leaders presenting Cancer Care in Lancaster with a cheque for £1600.52. Donations raised for 2 days wrapping Christmas presents in St Nics arcade in Lancaster. Well done to all involved.



Lancs Police Cadets @LancPolCadets · Jun 2
Blackpool and Fylde Police Cadets have enjoyed taking part in the Poulton Gala Parade this afternoon.



Lancashire Volunteer Partnership @LancashireVP · Apr 13
Our Police cadets have been out and about raising awareness of Parkinson's UK #UniteForParkinsons #community #volunteer

Lancs Police Cadets @LancPolCadets
Today some of our cadets from Lancaster and Morecambe are at Williamsons park helping raise awareness for Parkinson's UK. Come over and say hello and learn about Parkinson's #halftermheros #parkinsonsuk



FyldePolice @FyldePolice · 8 Nov 2017
Police Cadets are attending B'pool & St Annes Remembrance Day & Police will attend all Fylde coast ceremonies #LestWeForget @LancPolCadets

7. BENEFIT 4: INCREASE VOLUNTEER CONFIDENCE

Volunteers are at the heart of this programme and LVP have sought to increase volunteer confidence and to improve the volunteer experience. To measure this benefit, a survey was sent out to all volunteers in 2017 and 2018. Additionally, in 2017 a volunteer workshop was held to gain insight into the volunteer's satisfaction with the programme so far. To supplement the survey in June 2018 LVP hosted an afternoon tea event to celebrate volunteers' week, at the event volunteers were asked to describe why they volunteer.

7.1 Volunteer Satisfaction

To measure levels of satisfaction, both qualitative and quantitative measures were implemented. The volunteer surveys were sent out to every volunteer in 2017 and 2018.

Both the workshop and the survey followed a similar format and gave the volunteers an opportunity to discuss how valued they feel and identify any potential improvements that could further enhance their volunteering experience. Although maintaining high quality and satisfaction during periods of change is often challenging the survey shows that satisfaction increased during the implementation of the LVP Programme which the Programme team hope to capitalise on and improve still further. The team are committed to the aim that LVP should be known for its friendly and high-quality service.

Questions	16/17 response rate	17/18 response rate
Which response best describes your overall satisfaction level with your volunteer experience in Lancashire?	70% Satisfied	80% Satisfied
I feel valued as a volunteer by the organisation I volunteer with.	72% Agree	83% Agree
I meet with my volunteering supervisor to discuss my volunteering.	59% Agree	59% Agree
I would volunteer with the organisation again.	91% Agree	93% Agree

7.2 Reward and Recognition

LVP are committed to ensuring volunteers continue to receive a high-quality service and that is why they invest in social events that allow LVP volunteers to network and feel that their contribution is valued. LVP Operations Manager Julie Sumner said, "Getting volunteers together to share experiences and stories is great for motivation and a good opportunity for us to recognise their achievements, it's great to see so many of our volunteers getting involved".

Uniform volunteers are also recognised in more formal settings such as attestation ceremonies and award evenings.

7.2.1 Chippy tea

Volunteers were invited to a chippy tea which was an opportunity for LVP to say thank you to all their volunteers. LVP required a venue that was accessible, central, could hold up to 150 and provide catering hence the event was held at Police Headquarters. It was a northern theme in that the guests were served fish and chip tea and were entertained by a game of bingo and a folk band.

The event was well attended, and staff had an opportunity to mingle with the volunteers.

There were short presentations by Ian and Julie with an overview of LVP and to thank the volunteers for their time. Much of the feedback received were requests for more events, people enjoyed meeting other volunteers and exchanging stories and experiences with a fun element of the bingo and band thrown in.



The following is feedback from the volunteers at the event.

What is the best thing about volunteering?

- “The satisfaction of being appreciated and the feeling you have tried to pass on many things”
- “Making a difference in a small way”
- “Meeting new people of all generations in the community”
- “Working alongside other great people”
- “Community spirit”
- “The sense of belonging to a community”
- “Being useful”
- “Sense of helping someone”
- “Keeping active and the brain active”

What do you think of this event?

- “Good opportunity to mix with other volunteers and learn from their experiences”
- “Excellent food, company and music, thank you those in red t-shirts (LVP staff)”
- “Thoroughly enjoyed the event and felt very valued as volunteers. The entertainment, staff and food were brilliant, and it was lovely to meet other volunteers.”
- “It's really nice to be given something back in recognition of us giving”
- “Very good! Was glad transport could be arranged as I no longer drive due to a medical condition. Enjoyed the whole event, entertainment, bingo and supper. Staff were very friendly, helpful and appreciative of our contributions as volunteers. It is the first time I have been viewed as an old person in a nice way I suppose it's inevitable when you are among young people.”

7.2.2 Afternoon Tea

Lancashire Volunteer Partnership welcomed volunteers from across the County to an afternoon tea event on 6th June 2018 to celebrate ‘Volunteers Week 2018’ and to thank volunteers for their contribution to communities across Lancashire. Over 70 volunteers from across Lancashire attended and enjoyed a traditional afternoon tea, Volunteer Officers assisted to transport volunteers from across Lancashire based on previous feedback regarding transport difficulties. The event was opened by Chief Inspector Ian Sewart with Radio Lancashire broadcasting live

from the event. They interviewed volunteers and staff to illustrate the various roles available across the Public Services and spoke with Mr Clive Grunshaw Police Crime Commissioner.

Volunteers were introduced by Julie Sumner, LVP Operations Manager. All volunteers received a certificate of appreciation presented by Chairman of Lancashire County Council Anne Cheetham who commended the generous spirit of volunteers in Lancashire and spoke of her pride in the service "The Lancashire Volunteer Partnership are pleased to be able to support this national recognition of volunteering and as a representative of Lancashire County Council, a founding partner in Lancashire Volunteer Partnership, I am so proud to come here today to thank you personally for all the support that you provide to public services across Lancashire."

Certificates were awarded alongside Mr Jonathan Martin, a Chief Officer of Lancashire Constabulary. Mr Martin highlighted the importance of supporting isolated and vulnerable people "Like other public service organisations we already had a strong history of supporting volunteering in public service but wanted to ensure that we continued to recognise and support the enormous contribution volunteers made to keeping people safe and reducing vulnerability."

The afternoon was filled with speeches, presentations, a quiz and of course sandwiches and cakes. It was an enjoyable afternoon and positive feedback received from volunteers has proved what a superb event it was.



Feedback sheets were provided to all volunteers at the event, the phrase "I volunteer because ..." formed part of the information requested, responses included:

"I want to increase my confidence and communication skills"

"I think that I can give something to those less fortunate than me. I am widowed so I have plenty of time to fill so it helps me too"

"I enjoy it!"

"Time and commitment is much more valuable than money"

"I wanted to give something back, it's everything I thought it would be and more"

"I wanted to do something worthwhile and to offer help in the community"

"I love it! I love my placement and I like meeting new people"

"It's a way of helping job prospects"

"I want to make a positive difference to people's lives"

"I want to gain experience whilst studying"

Moira knitted Victor the superhero and he was offered as a prize. Congratulations went to Glenys our wonderful Befriending volunteer who won a real-life Victor

Glenys has achieved over 250 hours volunteering within the past year supporting two people in her local community. Congratulations Glenys!!! Thank you for everything you do!!

Here is a picture of Victor making some new friends at his new home!



7.2.3 Other Events in which we thank our volunteers





Here's to all volunteers, those dedicated people who give selflessly of their time, talent and treasures.

THANK YOU
FOR MAKING THE WORLD
A BETTER PLACE

Volunteering
gives me a
reason to get
up in a
morning



8. BENEFIT 5: CREATE AND MAINTAIN CIVIL EMERGENCY RESPONSE

When the Lancashire Volunteer Partnership was formed one of the added benefits the Programme team wanted to explore was that of an enhanced civil emergency response. With one integrated volunteer management system came the opportunity to formalise a process that would facilitate the call out of volunteers to any given civil emergency such as flooding, fires, power cuts or other major incidents.

As the Lancashire Special Constabulary moved across to the LVP, the Programme team learnt a great deal in how to support volunteers who would be willing to go above and beyond to help people in emergency situations. Last year the Lancashire Special Constabulary contributed over 100,000hrs to policing the County and many of those were supporting emergency services at times of flooding, fire and other major incidents.

Working with the Lancashire Resilience Forum, LVP have begun the process of asking volunteers what specialist skills they may have and if they would be willing to put them to good use at times of emergency. Over 78% of new volunteers to LVP have stated they would be willing to be called out at these times; this could be to assist at rest centres, evacuate vulnerable people, stand on cordons or simply provide a holding hand to those in need of comfort and support.

LVP Volunteer Officers are integral to this response and have been provided with grab bags and additional equipment for use at times of emergency. This work continues with LVP wanting to provide the framework that allows their volunteers to support the relief effort at any given emergency.

78% of new LVP Volunteers say they would be willing to assist at times of emergency

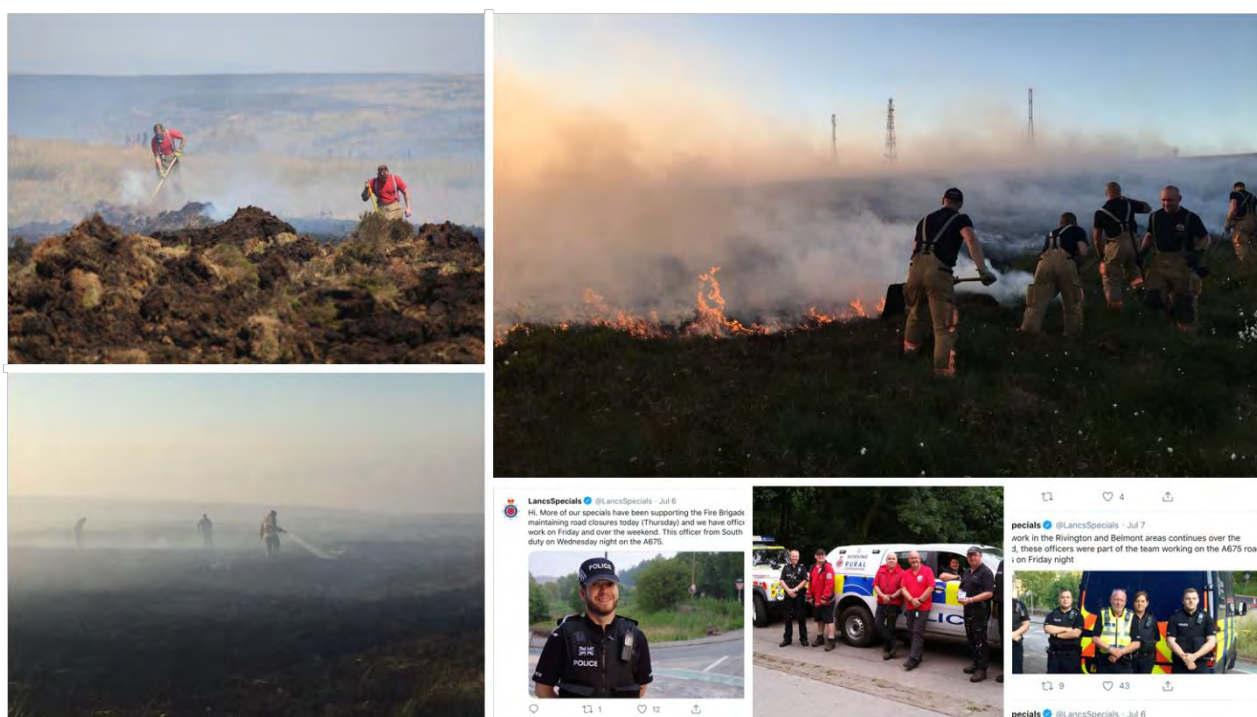
The Lancashire Resilience Forum is a group of organisations that work together to prepare and respond to emergencies in Lancashire. The LRF involves the emergency services; local authorities; health agencies; Environment Agency and Maritime Coastguard. They have produced a leaflet called 'Preparing for Emergencies' it provides information about local risks, how these are dealt with and what the public can do to prepare; a copy can be found at the address below;

www.stayintheknow.co.uk/Documents/PreparingForEmergenciesBooklet.pdf

LVP Special Constables and Volunteers have assisted at various major incidents during the integration programme, below are some examples of when volunteers were instrumental in the relief effort;

8.1 Wild Fire Winter Hill - Summer 2018

This was the largest fire that Lancashire Fire and Rescue Service have dealt with in over 20 years and required a great amount of support from other agencies. The Lancashire Special Constabulary alone contributed over 40 officers from across the County volunteering over 400 hours. This was supplemented by volunteers in other capacities to ensure people were safe whilst LFRS tackled the fires.



8.2 Major Traffic Disruption – Summer 2018

Special Constables handed out water to motorists left stranded in extreme heat after a road crash left a motorway bridge in a perilous condition requiring the entire motorway to be closed.



8.3 Flooding - Winter 2017

Special Constables assist at various locations after flooding caused extreme disruption and damage to people's homes



9. LESSONS LEARNT

LVP and RSM understand the importance of captured lessons learnt. It is important to learn from project failures to ensure the organisation does not make the same mistakes again. It is equally as important to recognise successes to ensure opportunities to share and implement best practice are not missed.

9.1 Lessons Learnt Table – Strategy

Area	Lesson Learnt
The time taken to agree paid positions and implementation	<p>The programme team faced what felt like overwhelming challenges in the time taken to agree and implement a new structure.</p> <p>For future programmes the time to get staff in place should not be underestimated and in some circumstances could take up to 12 months.</p>
Integrating governance structures and cultural norms into an integrated service.	<p>Do not underestimate the challenges brought about by differences in organisational culture. In order to overcome some of these differences LVP have introduced standardised process and procedures for all staff and partners however this is only part of the solution. LVP have adopted single uniform for all staff and have invested in the team around training, personal development and joint working.</p>
To align service delivery to reducing vulnerability and the needs of the people we support	<p>LVP worked with the ICT provider to develop a bespoke client module that would enable the programme team to monitor management information.</p> <p>A quality assurance framework was developed and implemented.</p>
Effectively Communicate with a wide range of stakeholders during a period of change to achieve buy-in	<p>LVP developed a communication strategy to ensure all stakeholders were fully informed. One of the risks identified as part of the transformation was the possibility of volunteers leaving due to a loss of identification with a single organisation, this</p>

	was something the programme team were determined to mitigate.
Senior Leadership buy-in	LVP senior buy-in has been critical to the success of the programme. Considerable effort has been made by the Programme Team to influence strategic thinking. We have been exceptionally lucky to have senior leaders who have been prepared to take the risks associated with the programme and to trust in us to delivery it.
Sustainability of a programme beyond grant funding.	<p>We have been lucky enough to be in receipt of grant funding from the Home Office through the OPCC. The programme team were determined that the transformed service should be fully sustainable after the programme funding had ended.</p> <p>Year 2 was spent considering the future sustainability of the programme and as partners became affiliated members, SLA's were agreed which generated income for future sustainability.</p>
Management of risks and control strategies	<p>As part of the programme plan it was important to identify risks that could threaten delivery and put in place contingencies and a control strategy that would mitigate them.</p> <p>A standardised format for project and programme management is essential when communicating with a number of different partners. LVP used Prince2 and MSP to achieve this.</p>
Benefits realisation	It would be easy during a 2-year programme with the twists and turns required to deliver it on time and on budget to lose sight of the benefits identified in the programme plan. The programme team were focused and committed to ensure that all partners should see the benefits identified by the end of the programme. The

	employment of an independent consultant to baseline and evaluate our progress was critical in keeping us focused on what had to be delivered.
Governance and decision making	The Programme Team consider that the formation of a governance structure and decision-making process prior to implementation was critical to the smooth running of the programme and its eventual success. A Board was established that included all partners and independent members that provided oversight and support for the programme team as well as documented tolerances that allowed them to make day to day decisions within set criteria, this balance enabled just the right mix between governance and day to day business.
Alignment and integration of multi-agency staff in relation to accessing management systems	This would not necessarily have been an issue if premises used by LVP staff had access to a public shared Wi-fi. The time taken to secure wi-fi access for all staff was frustratingly over 6 months.
Because of the partnership nature of LVP some staff are excluded from applying for certain roles within the partnership e.g. police staff roles are advertised internally before LCC staff have the opportunity to apply for them.	LVP have liaised widely to try and break this barrier however yet have been unsuccessful as it crosses agreements made with staff associations.
A partnership built with staff from various organisations with different policies, procedures and terms and conditions.	<p>LVP supervisors have the additional responsibility of supporting staff from different organisations with different terms and conditions.</p> <p>LVP have considered what their future organisational structure should be like however at this time having considered pros and cons will remain a partnership rather than a single entity such as a charity or CIC.</p>

9.2 Lessons Learnt Table – Operations

Area	Lesson
As part of the evaluation it was identified that a number of custom fields on the ICT system were not populated.	Data cleansing exercise and monitoring undertaken – all records now up to date. Training for new staff includes the importance of record keeping, information governance and data protection.
There are differences in volunteer coverage across the County which potentially could lead to different levels of service dependent on where people live	LVP continually monitor volunteer activity across the County and target market accordingly.
Volunteers do not always log their volunteering hours making it difficult to ascertain the true level of volunteer activity.	Volunteer expenses claims now include the number of hours volunteered however this remains an issue that LVP are aware of.
The optimum number of volunteers and the ratio of volunteer to volunteer officer should be monitored and considered as part of staffing requirements.	As the programme has developed it has allowed us to make judgements in relation to staff numbers according to capacity.
Some communities or demographic groups not taking advantage of the services or opportunities provided by LVP e.g. due to cultural barrier or perceptions of young people.	LVP seek to be a truly inclusive partnership that not only offers services to all communities but reflects those communities. LVP are proud of the diversity both of their paid staff and volunteers.
At the instigation of the LVP programme some organisations were not referring to the community support service and there was a need to identify blockers.	LVP are integral members of the county's integrated teams to encourage referrals from all partners. LVP communicated referral pathways, gave presentations to partner agencies and adopted a unique uniform that allows staff to be identified.
Identify a way of volunteers being able to escalate issues so that they can be resolved at the earliest opportunity.	A grievance policy has been developed.
Clear direction for volunteer officers and partner staff in LVP policy and procedures.	A document library was embedded within the LVP ICT system.

Where possible seek to increase networking opportunities between volunteers.	LVP have a reward and recognition strategy that has seen volunteers from all LVP partners brought together at various events.
The timing of volunteer events and meetings.	Volunteer's comments were used to shape and inform a calendar of events and meetings that best suited their availability

10. THE FUTURE FOR LVP



LET'S JOIN TOGETHER

Our Lancashire will bring together small local groups, clubs and associations across the county in one place, showcasing the work they do to support people in their community and helping them to grow.

More than a directory, it will be the place where people can find activities to get involved in, from go karting to knitting to litter picking, somewhere to make new friends and make communities stronger, providing a support network for people— hosted by the community for the community.

It will feature an events diary for every area of Lancashire and will also serve as a resource for public services to see what community groups exist within an area, allowing them to signpost people who could benefit from the network and to involve groups in meetings to improve where they live.

For the first time it will enable groups in the same neighbourhood to register their work, to see each other and create the opportunity to work together and access funding and support.

This new and exciting programme will complete Lancashire's vulnerability triage and widen the County's capacity to keep people engaged and connected.

Strategic Vulnerability Triage



10.1 Next Steps

As well as developing new programmes such as 'Our Lancashire' LVP will continue to use the five key delivery objectives set as part of their implementation phase, as they will help keep them focused on their original vision and the values they uphold;

- Objective 1 – Increase Value for Money
- Objective 2 – Increase Capability
- Objective 3 – Decrease Vulnerability
- Objective 4 – Increase Volunteer Confidence
- Objective 5 – Create and Maintain Civil Emergency Response

This evaluation has described the progress made in making the Lancashire Volunteer Partnership the single gateway into public service volunteering in Lancashire. It has also proved that such a concept can be delivered, on budget, on time and made sustainable for the future. More than this the evaluation has shown the tremendous impact that volunteers can make to everyday life and in supporting vulnerable people.

This Programme could not have been delivered without devoted and committed team members or LVP's fabulous volunteers. A big part of LVP's future will be about rewarding and recognising those that have made a difference.

Although challenging at times the results highlighted in this report make all the hard work worthwhile. At a time when public services find they are often portrayed in a negative light this Programme has helped in dismissing such thoughts and concentrates only on the positive impact that can be achieved by working together.

Going forward the Lancashire Volunteer Partnership is determined not to rest on its laurels or become complacent, LVP will seek to enhance the benefits already realised and focus on vulnerability and how to support those most in need.

Rather than the end of a journey, this is just the beginning. Get ready to hear more about the Lancashire Volunteer Partnership and the contribution it can make to public service delivery in Lancashire.

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