



Volunteer Strategy – Draft

25 May 2005



Executive Summary

1. The Vision of London 2012 is to create a strong, diverse and trained volunteer workforce of up to 70,000 people that can deliver the best ever Olympic Games and Paralympic Games in London in 2012.
2. The Olympic and Paralympic Volunteer Programmes will engage and empower volunteers from across the UK, providing enhanced opportunities for those volunteers, and a programme filled with enjoyment.
3. The volunteer programme will be based upon the principles of equality of opportunity and non-discrimination. It is the intention of London 2012 to create a volunteer programme that celebrates and fully reflects the rich and diverse communities of the UK, in addition to offering opportunities and support to communities where it is needed.
4. Volunteering is central to the current Governments thinking and policies, and the Olympic and Paralympic Volunteer Programme will be in keeping with and complement strategic national documents such as ChangeUp; Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, the National Framework for Youth Action and Engagement, produced by the Russell Commission, A Giving Culture: Getting the best out of the relationship between VCS & DCMS, 21st Century: Realising Our Potential: The Skills Strategy, 2003, the Framework for Sport in England, and other appropriate documents.
5. Building upon the strong culture of volunteering within the UK, the London Organising Committee for the Olympic Games and Paralympic Games (LOCOG) in London will develop close working relationships with the existing voluntary and community sectors and organisations, and look to develop complementary programmes and add value where possible.
6. In addition to working closely with the traditional voluntary and community sectors the LOCOG will work with other organisations to source volunteers, such as Higher and Further Education, commerce and industry, the NHS and the Services.
7. Recognising that a London Games in 2012 is 7 years away, the LOCOG will develop London Olympic and Paralympic Young Volunteers, an ongoing programme to equip young people to become volunteers.
8. However, although there are still 7 years to go some initiatives have already taken place such as the Volunteer to Win, which now has a database of over 11,000 people interested in volunteering, and Newham's Volunteers, which has over 500 people involved in volunteering in the main host borough for the 2012 Olympic Games and Paralympic Games.

9. Following a successful announcement on July 6th, and building upon this early work, the LOCOG will ensure overarching responsibility for the Volunteering Programme will be at Board level, and will start work immediately to develop a comprehensive action plan.
10. The LOCOG are committed to a wide programme of engagement and recruitment of volunteers. This will range from targeted marketing campaigns both to specialist groups and diverse communities, to involving organisations, and employers to provide groups of volunteers.
11. The Olympic Games and Paralympic Games will also include an international dimension, in the form of a 'Pathfinder' exchange programme, working with organisations such as VSO, and building upon their existing programmes such as Global Xchange.
12. Selection criteria for volunteers will be developed by the LOCOG, and will be consulted on at an early stage with the voluntary and community sector.
13. Clear definition will be given on the rights and responsibilities of volunteers. This will include security and safety, support to volunteers and a clear code of conduct for volunteers.
14. A full and comprehensive training needs analysis for volunteers will be undertaken by the LOCOG in consultation with the LDA. A clear 'pathway' will then be developed for volunteers, that recognises the range of requirements and needs of volunteers. This will include basic training to enable all volunteers to properly undertake their role at the Olympic Games and/or Paralympic Games.
15. Further, training programmes and pathways will be developed (where possible using mainstream training provision) to assist those individuals and communities with additional training needs. These might include for example, basic skills, communication skills, customer care etc.
16. A specific Pre-Volunteer Programme will also be developed to pro-actively encourage and equip people from under-represented groups and communities to become volunteers at the Olympic Games and Paralympic Games.
17. A multi-level structure of volunteers and volunteer leaders will be developed, and this will be supported through a leadership training programme for volunteers. By 2008 a cadre of around 25,000 volunteers will be in place working on projects in their communities.
18. A comprehensive programme will be developed by the key stakeholders to maximise the benefit and legacy of the Volunteer Programme. This will include for example, the use of the database of up to 70,000 trained and motivated volunteers, the use of training programmes and the creation of

clear pathways for volunteers to take up further volunteering opportunities, or to move into further training, lifelong learning, and employment where appropriate.

- 19.** A culture will be established by the LOCOG that recognises the importance of volunteering to the Olympic Games and Paralympic Games, and training will take place with paid staff and independent contractors to ensure the appropriate involvement of volunteers at all stages.
- 20.** London 2012 recognises the need for highly motivated volunteers. Reward and recognition will be an integral part at all stages of the programme, and specific measures will be taken to motivate volunteers at all stages.
- 21.** Whilst the LOCOG will provide sufficient funding for a comprehensive high quality Volunteer Programme, additional funds will be sought from key partners to provide additional support mechanisms for volunteers, and in particular to provide a Pre-Volunteer Programme.
- 22.** The fundamental aims of the LOCOG are to deliver an excellent games for the next generation and to create a meaningful legacy from the Olympic Games and Paralympic Games in London in 2012, and qualitative and quantitative evaluation will be undertaken to ensure this happens.

The Vision

The Vision of London 2012 is to create a strong, diverse and trained volunteer 'workforce' of up to 70,000 people that supports a spectacular Olympic and Paralympic Games in London in 2012, building on the best traditions of volunteering in the UK, developing skills and creating opportunities for all those involved. The Olympic and Paralympic Volunteer Programme will create a legacy that will enrich individuals and communities across the UK.

Engagement

London is made up of more than 200 communities who between them speak over 300 languages. London's Olympic and Paralympic Volunteers would actively seek volunteers from across these communities, celebrating the diversity of the host city, and ensuring a warm welcome for athletes, officials and spectators from across the world. Recognising the Olympic and Paralympic Games as a UK event we would actively seek to attract volunteers from the diverse communities across Britain as a whole, including the English regions and Home Nations, and to develop an international element to the Volunteer Programme, including an international exchange programme.

Enhancement

In addition to providing an essential 'workforce' to the Olympic and Paralympic Games, we will seek to increase the profile of volunteering in the UK, and to develop skills, expertise, enthusiasm, recognition and interest, leaving a lasting legacy of well trained volunteers both for event and general volunteering in their own communities and providing a supported route from volunteering to education, lifelong learning and employment where needed and appropriate.

Empowerment

London 2012 will empower volunteers, through excellent recruitment and training programmes, enabling them to make a real difference in the run up to and during the Olympic Games and Paralympic Games, and to develop life skills which will reshape their futures and those of the communities they live in. Volunteers will be

encouraged to develop and utilise their own initiative to enhance the Olympic and Paralympic Volunteer Programme wherever possible.

Enjoyment

The underpinning principle of the London 2012 Olympic and Paralympic Volunteer Programme will be that of enjoyment – for the volunteers themselves, the athletes, the officials and the spectators – giving everyone who is touched by the London Games an experience they will always treasure, and want to experience again and take forwards.

Equality of Opportunity

There will be two sections to this element of the draft strategy; the Local Organising Committee of the Olympic Games (LOCOG) will ensure that equality of opportunity and access is accorded to everyone at all stages of the recruitment, selection, training and management of volunteers. Specific measures (e.g. marketing campaigns) will also be undertaken to ensure that the Volunteer programme attracts a full cross section of the communities that live in the UK. The second element is to ensure that all volunteers are aware of their own responsibilities in this regard. The volunteer programme will implement an equal opportunity policy, and all training will include equality of opportunity and diversity modules, as will the volunteer Code of Practice.

In establishing best practice in this area the LOCOG will work closely with specialist organisations such as the Commission for Equality and

Human Rights, disability organisations (e.g. British Paralympic Association, English federation of Disability Sports and other non-sports organisations) and others (e.g. Women's Sports Foundation) to ensure that the LOCOG are adhering to the highest standards.

Strategic fit

Volunteering is of immense importance to communities across the UK, and developments in volunteering have been or are being considered in a range of government and national documents. It is important that any volunteering activity resulting from an Olympic and Paralympic Games in London takes place in the context of national and regional strategy. We recognise that an Olympic Games and Paralympic Games in London is still 7 years away – however we know that we have a Government which is strongly committed to enhancing volunteering, and current strategies that can be considered include:

ChangeUp; Capacity Building and Infrastructure Framework for the Voluntary and Community Sector, produced by the Home Office, June 2004.

The UK Government is committed to working with the voluntary and community sector to increase the capacity of voluntary and community organisations, ensuring that they have the skills, knowledge, structures and resources to realise their full potential. Change Up is delivered through the 'Active Community Unit', and its aim is that by 2014 the needs of frontline voluntary and community organisations will be met by support which is available nationwide, structured for maximum efficiency, offering excellent provision, accessible to all, truly reflecting and promoting diversity, and sustainably funded.

Change Up is already delivering resources and training to key organisations in the UK and London 2012 are confident that they will receive support and assistance from a vibrant community sector that will be improving year on year in the run-up to the games; helping to ensure that London becomes the best run volunteer strategy in the history of the Games.

Russell Commission; A National Framework for Youth Action and Engagement, Report of the Russell Commission, March 2005

The 2005 Russell Commission's investigation into volunteering by young people was perhaps one of the most significant developments to occur for volunteering in the last decade. Together with the

Chancellor of the Exchequer's announcement of £150 million over three years to fund implementation, and Sport England's subsequent commitment of further funding, the Commission's recommendations signify a level of investment in youth volunteering never previously seen.

400 new staff will be employed across the UK to develop opportunities for youth volunteering and to engage young people in voluntary activities.

2012 will tap into this resource to ensure that young people are aware of the volunteering opportunities available at the Olympic Games and Paralympic Games and how participation could provide them with skills and training beneficial to future careers or higher education.

A Giving Culture: Getting the best out of the relationship between VCS & DCMS, discussion document produced by DCMS, 2005

The Department for Culture, Media and Sport recognises that the UK's voluntary and community sector plays a crucial role in national life and in bringing people together and encouraging voluntary action. Many DCMS projects and services are run in partnership with the voluntary sector and the Department has committed itself to an internal review (Giving Culture) to ensure that both the Department and the Voluntary sector are obtaining the maximum potential from collaborative working, including increased funding.

As DCMS is also the Department responsible for the Olympic Bid, this has strengthened the role of the voluntary sector in the bid process and has already enabled partnership working on both the bid and the volunteer strategy.

21st Century: Realising Our Potential: The Skills Strategy, 2003

The Government's Skills Strategy sets out the ways in which employers' skills needs can be identified and skills gaps can be met. The development of the Volunteer Programme fits well within this context, particularly with the Skills Strategies aim to 'motivate and support learners to re-engage with learning', particularly with regard to basic skills which are identified as a key area of skills shortage.

Framework for Sport in England (SE)

Sport England's Framework for Sport outlines the importance of volunteering to sport in England, estimating that there are 6.3m volunteers in sport, and that sport is the biggest contributor to the volunteer sector. The London Olympic Games and Paralympic Games will work to build upon this superb sporting volunteer infrastructure.

Step into Sport

Step into Sport, developed by the Sports Leaders UK, Sport England and Youth Sports Trust, created a pathway for young people aged 14-19, encouraging them to take part in sports leadership and volunteering. The pathway included young people

engaged in a programme of sports education in schools, undertaking a nationally recognised Level 1 Sports Leaders Award and other training, gaining practical experience including volunteering. The Olympic and Paralympic Volunteer Programme will build upon this activity.

These principles also fit well within the themes of Citizenship contained within the National Curriculum for schools.

Investing in Volunteers Standard

Last, but certainly not least, the LOCOG will ensure the highest standards in the recruitment and management of volunteers, and will become an accredited Investing in Volunteers organisation at the earliest opportunity, and will follow the Excellence in Volunteer Management Programme.

The Olympic bid

The London Olympic Games and Paralympic Games candidature file for 2012 included a strong commitment to volunteering; this ranged from the timing of the Olympic Games and Paralympic Games to ensure for example, maximum availability of young people to act as volunteers, to a commitment to work in partnership with the sports national governing bodies, volunteer organisations, schools and colleges based in the UK. The bid also recognised the great success of the volunteer programmes for the Manchester Commonwealth Games 2002, and the IAAF World Indoor Championships in 2003, and stressed the plans, aiming to learn from and build upon those experiences.

The Community and Voluntary Sectors

National, Greater London, East London

The UK has a strong tradition of volunteering, and it is essential that the creation of an Olympic and Paralympic volunteer workforce builds upon, enhances and complements that activity and tradition. It is also important to recognise that for many people the opportunity to volunteer at an Olympic Games and Paralympic Games is particularly exciting and different; the aim of LOCOG is to work closely with the Voluntary and Community Sectors in the run up to 2012, ensuring that the creation of the Olympic volunteer workforce does not act as a drain on traditional volunteering activity, but rather adds to it in the longer term. Key actions to ensure this will be:

- The development of close working relationships between London 2012 and the Voluntary and Community Sectors,
- The development of complementary programmes of training and skills development,
- Specific campaigns to attract new individuals and groups to volunteering
- The creation of clear pathways from the Olympic Games and Paralympic Games to longer term volunteering opportunities, lifelong learning and employment.

Other sources of volunteers

In addition to great strength and depth in its voluntary and community sectors, the UK can draw upon a wealth of talent and enthusiasm from a range of other sources. These include for example the Higher and Further Education sectors, commerce and industry, the NHS and the Services. The LOCOG will create strong links in all of these areas to ensure this wealth of talent is utilised. Further, many of these will bring with them a range of skills (e.g. IT, medicine, logistics) that will be required by the LOCOG, and will add real value to the paid and volunteer workforce as a whole.

YV05

2005 has been designated Year of the Volunteer (YV05); Community Service Volunteers, Volunteering England and the Home Office are working in partnership with a range of voluntary sector organisations to create a dynamic year of volunteering opportunities. Building upon this the LOCOG will develop a themed month of Olympic Games and Paralympic Games Volunteering in January 2006.

London Olympic and Paralympic Young Volunteers

Although the Olympic Games and Paralympic Games in London are still 7 years away, many young people will be attracted to the Volunteer Programme, and some of these young people will now be as young as 9 years old. It is important to develop programmes that encourage and develop young people to volunteer at the Olympic Games and Paralympic Games, and to do this the Local Organising Committee will develop London Olympic and Paralympic Young Volunteers. This

programme will work with schools and other young peoples groups to develop programmes that encourage, develop and equip young people to become first class volunteers for 2012.

Action Plan

Work has already started on the development of a Volunteer Programme for 2012, and it is the intention of this strategy to build upon that work. This has included the following projects.



Sabha Dyer has been involved in Newham's Volunteers since summer 2004 as a way of getting out and meeting new people. Sabha has since volunteered for many activities, including a number to promote the Olympic bid.

Sabha said "I hope to keep on volunteering and helping out, whenever and wherever I can, because sometimes as a volunteer, you may be able to gain some opportunities that you may never have dreamed of getting otherwise."

At 17, Sabha has now been put forward as a Team Leader for Newhams Volunteers, and hopes to use her experiences to help her to go on to work in the travel industry.

Volunteer to Win

Anyone interested in being a Volunteer at the Olympic Games and Paralympic Games has been invited to register their interest through Volunteer to Win on a website (www.volunteer2012.com). Anyone registering on the website receives information on the development of the Olympic bid, and of other opportunities to volunteer within their local community. Over 11,000 people have already registered an interest on this website.

Newham Volunteers

In 2004 the London Borough of Newham recognised that a growing number of people were expressing an interest in volunteering at an Olympic Games being proposed to be held in their 'home' borough. Newham established the principle of 'Newham's Volunteers'; a cadre of enthusiastic individuals wanting to develop skills and experience in event volunteering, with the ambition of eventually volunteering at the Olympic Games and Paralympic Games. To date over 530 people have registered, and 240 have received training (plus 8 trained Team Leaders) and volunteered for a range of events, including the Athletes Parade for the athletes returning from the Sydney Olympics.

Volunteer Strategy Group

London 2012 established in December 2004 a Volunteer Strategy Group (VSG) to consider issues of volunteering at the London Olympic Games and Paralympic Games. The VSG commissioned the development off a number of papers exploring issues of for example recruitment,

training, reward and recognition, and legacy.

Draft Strategy

These documents have now been developed into this draft Strategy which is being launched for consultation, initially to a group of 150 people drawn from the 1500 key figures in UK volunteering who were invited. The views of stakeholders in UK Volunteering will be taken into account by the VSG who will redraft a final strategy for release in the coming months.

Government Commitment

The UK is also in a particularly strong position to develop an Olympic and Paralympic Volunteer workforce due to the ongoing strong Government commitment to and activity on volunteering, and the presence of such initiatives as the Sports Strategic Partnerships for Volunteers, and the Sport England VIP programme, with its existing database of over 12,000 young volunteers.

Olympic programme

Whilst much of this work has been developing over the last 6-12 months, a successful Olympic announcement on July 6th will lead to a requirement for a significant change in gear: the build up to an up to 70,000 strong 'army' of volunteers for 2012 starts on 7th July 2005. In order to start this work immediately after the announcement of the Olympic and Paralympic host city for 2012, a successful London 2012 will need to be in a position to respond to a large volume of requests for

information and to promote the Olympics and Paralympics to communities across the UK. In order to do this it is important to build upon what is already there, and the 2 key elements mentioned above (i.e. Newham's Volunteers, and the new Timebank database) will form the platform from which this work will be developed. Shortly after July 7th 2005 we will have recruited 100 volunteers to be involved in a range of activities including the following:

- Acting as ambassadors for the Olympic and Paralympic Games,
- Supporting the transition to the LOCOG
- Escorting people on 'Olympic Tours'

Following on from this initial work, the proposed timeline outlines how the Volunteer Programme will be developed from 2005 under the guidance of a Volunteer Programme Board involving stakeholders in UK volunteering.

Role Definition

London 2012 Volunteer Team

As the saying goes, every long journey starts with a short step. The creation of a volunteer workforce of 70,000 trained and uniformed volunteers is a huge task, but one that the UK is well equipped to undertake. With a successful announcement on July 6th that the Games will be held in London in 2012, work will formally start on July 7th with moves to create within the London Organising Committee a structure which will support the development of the Volunteer Programme, in addition to the 100 volunteers described above. Overarching responsibility for the Volunteer programme will rest at board level. Building upon this strategy, this will enable London 2012 to maintain dialogue with key stakeholders in the voluntary and community sectors, to ensure that developments in the Volunteer programme reflect the needs of the developing Olympic and Paralympic plans, to start the early process of recruiting long-term or Pathfinder Volunteers, and to start to develop the activities outlined in the action plan attached to this draft strategy.

In the period from a successful announcement on 6th July to the start of the Opening Ceremony in 2012 a rolling programme to develop and manage an Olympic and Paralympic Volunteer programme will develop. This will include a range of key milestones, and some key activities (such as

the creation of a cadre of 25,000 Olympic and Paralympic Volunteers engaged in activity in 2008) that will ensure the volunteers are a highly motivated and well trained team ready to deliver the best ever Olympic Games and Paralympic Games.

Defining Roles

The current estimate is that up to 70,000 Volunteers will be needed for the Olympic Games and Paralympic Games in 2012. However, what still requires refining is precisely what roles those volunteers will be undertaking, although experience shows the following:

- There are a huge variety of volunteer roles; Sydney had over 3,500.
- Volunteers are divided into 2 main categories: specialists (e.g. language, medical, technical field of play etc.) and generalists (e.g. transport, spectator services etc.)
- The Games Village is the largest involver of volunteers (in Sydney 1 in 5 volunteers were deployed at the Village, and 1 in 10 at the Manchester Commonwealth Games).

Whilst we can make some basic assumptions about the split of roles within the volunteer programme and base recruitment campaigns on these assumptions to a degree, it is also clear that the finer grain of definition of roles will continue well on into 2012 and that targeted

marketing campaigns will be generated to complete specific requirements where these are not automatically completed.

However, as outlined in this strategy, it is also possible to define some of the basic principles and responsibilities to be assigned to volunteers at an early stage, and to ensure that all recruitment and training reflects these. For example, these will include equality of opportunity and non-discrimination, customer care, and health and safety.

It is also essential at an early stage to manage expectations; there are some wonderful opportunities for volunteers at Olympic Games and Paralympic Games. Someone gets to carry out the medals to the winners of the athletics, and appear on TV around the world: but for every one of those, many people get to stand in coach parks! Whilst measures will be taken to enrich the volunteering experience, such as through role rotation, at every stage of the marketing, recruitment, selection and training processes honesty and clarity about potential roles and responsibilities will be provided by the LOCOG.

Recruitment

London 2012 is committed to recruiting a diverse and inclusive volunteer workforce, and as one of the most multi-cultural cities in the world, has a huge advantage as a host city in welcoming athletes, officials and spectators from every corner of the globe. London 2012 will capitalise on this diversity, recruiting volunteers with language skills and specialist cultural knowledge wherever possible and appropriate. Whilst it is recognised that the majority of volunteers will be sourced from the London area, there will also be a requirement for volunteers from across the UK, and for a contingent of international volunteers, and all recruitment activities and measures will be developed accordingly.

Additionally, it is the case that some minority communities in London and across the UK are disadvantaged in terms of, for example educational attainment, skills development and employment opportunities. The requirement for up to 70,000 volunteers in London in 2012 represents a real opportunity to provide support to those communities, to ensure inclusivity, to build self esteem, develop skills and to provide real access to education, lifelong learning and employment opportunities.

The recruitment of volunteers will take place for example, via multi media campaigns (e.g. press (including other language), TV and internet) and through existing volunteer and other statutory, public and private sector organisations.

Marketing Programme and Target Groups

To ensure a diverse and inclusive volunteer programme there will be direct promotions to a range of groups and organisations. This will include the Higher and Further Education sectors, commerce and industry, and for example the NHS and Services organisations. There will also be specific campaigns to black and minority ethnic communities and to disabled people's groups and organisations. Marketing materials and images will be inclusive, and give a clear and consistent message of inclusivity and welcome. From the outset London 2012 will strive to make lasting links with existing organisations, volunteers and disadvantaged communities, and will look to convert these links into real volunteering, lifelong learning and employment opportunities and pathways for individuals.

London 2012 will also ensure links to existing volunteer programmes, e.g. Step into Sport, local sports clubs etc.

Organisations, Employers and Corporate Social Responsibility

As already suggested, an important element of the Volunteer programme will be the development of links with employers and employing organisations. It is recognised that in some cases organisations will engage to bring volunteers with specific skills required by the Olympic Games and Paralympic Games (e.g. medical volunteers from the NHS). Developing these links will

support organisations and employers Corporate Social Responsibility activities, and also potentially support the engagement of large numbers of volunteers, sometimes with specialist skills. Where possible employers will be encouraged to 'match' days that their employees take as leave to volunteer at the Olympic Games and Paralympic Games.

Existing networks such as the Volunteer Employers Network and London Cares will be engaged in the development of the Volunteer Programme to again ensure that it complements and adds value to existing activity in this area.

As an additional element to the Volunteer Programme, employers engaged in the programme, and in the Olympic Games and Paralympic Games in other ways (e.g as sponsors, or contractors) will be encouraged to consider employment of volunteers through a Volunteer Pathways Programme.

Methods

Volunteers would be able to apply through a variety of methods including on-line, by telephone, by post and in person at a London 2012 'Volunteer Centre', and through corporate and other group registrations. At this stage we are not prescriptive as to how this will develop, and recognise the need to balance the sheer volume of work required of a 'Volunteer Centre', and the need to work with what is already in existence and/or planned. Experience shows that different groups, and in particular different

age groups prefer to volunteer in different ways.

Additionally specific programmes would be developed to encourage volunteers to register, including outreach programmes, 'registration roadshows', and other innovative ways of attracting volunteers: for example in relation to Manchester Commonwealth Games in 2002 the inclusion of a storyline in Coronation Street of one of the key characters being a volunteer at the Games brought additional high level publicity to the Volunteer Programme.

International dimension

We know from experience that the Olympic Games and Paralympic Games attract volunteers from across the world, some of whom travel the world regularly volunteering for a range of major sporting events. London 2012 would welcome these international volunteers. However, we would also look to take this to a further level, working with a cadre of 'Pathfinder' volunteers that will make longer lasting links with communities in London and beyond. In particular we would look to make links with other pending international events (e.g. the links with Beijing Olympics 2008, and potentially the next Commonwealth Games in Melbourne 2006, the next Pan American Games in Rio de Janeiro and Asian Games in Doha).

London 2012 provides an opportunity to involve the multitude of young people, both in the United Kingdom and internationally, who will be engaged in mutual sport leadership programmes. Young people,

currently between the ages of nine and eighteen years, will form a significant cohort of volunteers in 2012.

We will work with organisations which specialise in international volunteering such as VSO and YST to help with the recruitment and placement of volunteers from other countries, and to ensure that longer term partnerships are developed between voluntary agencies in London and the international volunteering community. VSO currently operates a successful exchange programme for young volunteers, Global Xchange, which could be used to bring young volunteers from the developing world to London to participate in the Games.

The successful sports college links, that are increasing and developing, through Dreams+Teams and other initiatives, are the foundation for many opportunities. Promoting training and support for young people from those programmes could provide a core of young, skilled, sports orientated volunteers from the United Kingdom and many countries with whom YST has developed links through the sports college network.'

Selection

Whilst selection criteria for the Volunteer Programme will be agreed by London 2012 at a later stage, the following basic principles in selection will be included

- Age criteria (e.g. 16 and above*)
- Time demands (e.g. 15 days from 30*)
- Requirement to pass security check
- Agreement and ability to attend approved training
- Travel and accommodation requirements (e.g. able to travel to venue, and to provide own accommodation*)
- Competence for specific roles, including specific skill requirements

* N.B at this stage these are offered as indicative examples only.

These requirements will be agreed with the voluntary and community sectors, and will be clearly articulated at all stages of the recruitment and selection processes. Interviews will also be undertaken at a range of venues across London and wider to allow a broad spectrum of communities and individuals to apply. On a further note, to ensure involvement of disadvantaged communities at all stages of the programme, additional public sector support will be sought to ensure that specific programmes can be developed (e.g. childcare, travel support, need for carers etc.) and maintained.

Rights and Responsibilities

Security and Safety

As with all major international events, security will be a huge issue for a London Olympic Games and Paralympic Games. It is important that this is considered in all elements of the Volunteer programme, from the health, safety and security of volunteers, to that of the athletes, officials and spectators that the volunteers are supporting. Policies and procedures will be developed by the LOCOG to ensure this is central to the Volunteer Programme. This will include some basic safety checks on all volunteers and CRB and POVA checks of all volunteers working with vulnerable groups.

With regard to Health and Safety there will be clear policies agreed by London 2012 and all Volunteers will be made aware of their own responsibilities in this regard, and of the expectations they should have of their own working environment.

Support to Volunteers

It is a traditional basic fundamental principle that volunteers should not be out of pocket when undertaking volunteering activity. However, it is clear that for example, London 2012 will not wish to pay the airfare of an Australian Volunteer who wishes to come to London for a month and be an Olympic Volunteer. There is therefore a need to agree basic principles upon which London 2012 can operate a viable Volunteering Programme, but which also does not make being a London Olympic and Paralympic Volunteer the province of the rich. To this end the following principles will apply:

- All volunteers will be fed during the duration of their volunteer 'shifts', and food provided will be nutritious and appropriate.
- Full and appropriate uniforms will be provided for all volunteers.
- Travel passes will be provided for all volunteers on the basis of an agreed 'travel to work' area.
- Public funded (and possibly commercially sponsored) programmes will be developed to support the involvement of disadvantaged communities with additional costs.

Code of conduct for volunteers

A Code of Conduct will be developed for all volunteers to sign up to. This will include clear definition of roles and responsibilities, both with regard to the Volunteers themselves, and the LOCOG and its representatives. It will also include requirements of for example, behaviour, dress, and commitment, and will give clear guidance and support to all involved in the Volunteer Programme. The Code of Conduct will also outline Grievance and Disciplinary procedures.

Attrition & contingency planning

Current estimates consider that up to 70,000 volunteers will be needed. However, whilst at this stage this is a fairly unrefined estimate, we are also aware that there is a need, at the same time as refining this requirement, to refine the need for attrition and contingency planning. It has been previously demonstrated

that some volunteers will not 'stay the course'. They may attend training and never return, or collect their uniform, or even turn up on the first or subsequent days, but not complete their required commitment. Whilst quality, motivation and recognition can help to reduce this, there is also a need to consider that it will still happen, and to plan recruitment numbers accordingly. Similarly with a successful Pathways programme in place over a period of years, some volunteers will move into employment prior to the start of the Olympic Games and Paralympic Games. Again this must be considered at the early stages of volunteer planning.

Training

We recognise that training is a critical element to the success of the volunteer programme. The Local Organising Committee will develop a comprehensive training programme that links to existing and new accredited qualifications. Additionally this programme will be designed to provide appropriate training opportunities for all, from the most qualified and experienced, through to those seeking to utilise their volunteering experience to assist them into education, lifelong learning and employment.

It is essential that there is quality assurance in all aspect of training. Training can form a key motivational tool for volunteers, and has direct impact on their performance as a volunteer.

Within the training programme for the Olympic Games and Paralympic Games Volunteer Programme a Pathway will be developed that allows individual volunteers to undertake appropriate training for their skill and understanding level. An example of this pathway is shown as an appendix to this draft strategy.

Training Needs analysis

Each of the Sector Skills Councils is developing a Sector Skills Agreement, and some of these will directly acknowledge the Olympic Games and Paralympic Games. Additionally a specific Sector Skills Agreement will be developed by the London Development Agency for the Olympic Games and Paralympic Games. Appended to this Sector Skills Agreement will be a Skills Audit for Volunteers. Clearly this will be a developing document between the period 2005-2012. However, it will also ensure that the skills requirement for volunteers is assessed formally and that appropriate training can be provided at all stages.

It is also accepted that during the long run up to the games, a number of trained potential volunteers will find employment at least in part as a result of their involvement with the Olympic Games and Paralympic Games, and that this is a good thing. However, contingency planning must include this consideration, as stated above.

At an early stage an e-learning distance learning toolkit will be developed, both to provide high quality training to volunteers within their own time frames where appropriate, and to form an IT skill building element to the training programme. At this stage the principle of Virtual Volunteering will also be considered, both as a way of engaging people from a large geographical spread, and people who may find it easier to volunteer from their own homes and

communities for a number of reasons.

Pre-Volunteer

One of the central aims of the Olympic and Paralympic Volunteer Programme will be to bring volunteering opportunities to the attention of people from disadvantaged communities and groups, or groups that do not recognise volunteering in the traditional way, and to assist them to develop the skills and abilities to maximise their opportunities in life, and more particularly with regard to education, lifelong learning and employment. This programme will build upon the Pre-Volunteer Programme developed in Manchester for the XVII Commonwealth Games and the programme currently being developed in Newham linked to the Olympic bid. The programme will provide additional support where needed to those wishing to volunteer for the Olympic Games and Paralympic Games, including training in for example, basic skills, communication, customer care etc. The Pre-Volunteer Programme will provide the opportunity to undertake accredited training in a range of appropriate qualifications, and develop a legacy Pathway beyond 2012 for participants.

Test events to the Games will also provide excellent opportunities for Pre-Volunteer Programme participants to gain volunteering experience, and to gain accreditation towards agreed qualifications.

Games Time

Role specific

There will be a range of role specific training for all volunteers (e.g. venue training, specific knowledge and skill requirement), and generic training provided to all volunteers including for example, Child Protection, Disability Awareness, security etc.

Leadership Training

The management of a workforce of up to 70,000 volunteers requires the creation of a multi-level structure of leaders and teams, and early identification of potential leaders throughout the recruitment and selection process will be necessary. A programme of leadership training will then take place, including for example, roles and responsibilities of a team leader, supporting volunteers, handling difficult situations, and team building skills. This programme will be designed to contribute to a level currently equivalent to NVQ/SNVQ levels 3 and 4, or the equivalent qualifications at the time.

Post Games

Our intention is that the volunteering programme will act as a stepping stone to other activities. This will include the creation of a new event volunteer workforce for London and the UK, and signposting of Olympic Games and Paralympic Games Volunteers to other longer term volunteering opportunities, to education, lifelong learning, and employment where appropriate. After the Olympic Games and Paralympic Games each volunteer will be provided with a signposting pack to further opportunities, and pathways

of volunteers will be recorded and involvement in future volunteering monitored.

Staff

It is important that all paid staff working either for the Local Organising Committee or contractors fully understand the roles of the Volunteers they are working with, and of the rights and responsibilities of those volunteers, and that this understanding is fully embedded in the culture of the organisation as a whole. A training programme will be developed for these paid staff on working with volunteers and again this will link to existing training, and provide accreditation where appropriate.

Motivation

Once volunteers are recruited it is essential that they are supported and managed in an appropriate and positive way, in order to maintain their commitment to their role as a volunteers, and to ensure that London's Olympic Volunteers excel in their service delivery, leave a positive image with everyone who they have contact with, and feel themselves encouraged and motivated in the run up to, during and after the Olympic Games and Paralympic Games.

It is essential that this takes place on both a global (i.e. to the volunteer workforce as a whole) and local (individual) basis. A range of buddying and mentoring schemes will be developed, in addition to team building activities, and motivational tools such as newsletters, group meetings, competitions etc. it is important that these activities start at the earliest stages (i.e. from the point where someone originally registers their interest) right through to post 2012.

Additionally a concept of 'belonging' will also be developed for the Volunteers. This was done particularly well in Manchester for the Commonwealth Games: Crew 2002 was the concept for the whole 'workforce', employees, independent contractors and volunteers. Crew Culture brought all together and aimed to motivate all to contribute to the success of the event.

As much as possible volunteers will be encouraged and empowered to use their own initiative and creativity to both enhance the Volunteer programme and their individual and collective experiences of volunteering.

Data Protection

At the earliest stages the Data Protection implications of the development of the Volunteer programme will be considered. In particular the initial information gathering on volunteers will recognise the 'Pathways' that volunteers may wish to take and will ensure that all required approval is acquired.

Reward and Recognition

Reward and recognition is fundamental to the Olympic Games and Paralympic Games Volunteer Programme. The Local Organising Committee will ensure that volunteers are rewarded and recognised at all stages of the volunteer programme, including pre-, during and post- the Games. This will involve regular communication with volunteers from the earliest stages of registration, the development of a Volunteers website to share information and inform on best practice. The Local Organising Committee will also recognise that not all volunteers will have access to the internet and will provide other appropriate forms of communication.

The range of reward and recognition activities will range from personal 'thank-you's' and minor rewards to more formal recognition through to certification, volunteer medals and a major Volunteer parade at the end of the Olympic and Paralympic parades for all volunteers.

Funding

London 2012 recognises that whilst volunteers are not paid directly for their involvement, it is important that the London Olympic and Paralympic Volunteer Programme is properly resourced to deliver all of the above proposals to the quality threshold required level to enable the volunteers to play their full part in the delivery of the best ever Olympic Games and Paralympic Games. In addition to the funding provided directly for the Volunteer Programme, the LOCOG will work with partners such as the London Development Agency, the Learning and Skills Councils and the Home Office to deploy funds to enhance the Volunteer Programme to provide greater opportunities for individuals and communities for involvement, development and capacity building across the UK. At this stage it is not appropriate or possible to develop a budget for the programme; this will form part of the next stage of work on the Olympic and Paralympic Volunteer Programme.

Legacy

The hosting of an Olympic Games and Paralympic Games in London provides a major opportunity to increase interest, enthusiasm, and expertise in volunteering across the UK for many years to come. Work to ensure this legacy develops to its full capacity starts on July 7th 2005, with this strategy setting the principles upon which it can be developed up to and beyond 2012.

LOCOGs legacy planning for volunteers will have 3 main aims:

- To retain the commitment of the up to 70,000 volunteers involved in the Olympic Games and Paralympic Games.

This will include a commitment to further volunteering, either in relation to events, to their own communities, or more widely to the Voluntary and Community Sector.

- To create the Olympic and Paralympic Pathway which volunteers can take from the pre-volunteers stage to the post-Games stage, providing increased skills, additional accredited qualifications, and exit routes to education, lifelong learning and employment where appropriate.
- To disseminate the learning from the London experience of running a successful Olympic Games and Paralympic Games Volunteer Programme.

The Volunteer legacy will be included in the London 2012 Bid Legacy Register, and will ensure that there is a long term linkage to volunteer and regeneration strategies and funding, and to community development and capacity building through volunteering. On a very practical level the legacy will include a database of volunteers, the signposting to new opportunities, and the creation of new 'champions' enhancing volunteering across the UK. Additionally the legacy will seek to continue the links between sports and other volunteering, increased volunteering within communities, and the facility to provide volunteers to other events in the SE and across the UK.

Evaluation

Formal and informal evaluation of the programme will be undertaken. Volunteers will be involved in the evaluation through for example, the creation of 'people's history' type archives that document the experience of volunteering. Formal evaluation of the Olympic Games and Paralympic Games Volunteer programmes will also be undertaken, and the findings from that evaluation will form part of the London Olympic Institutes archive, and provide useful information to the Olympic Games Knowledge Service.