

SPORTS VOLUNTEERING IN ENGLAND 2002

A report for Sport England

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from the Leisure Industries Research Centre, Sheffield

Research team

Peter Taylor, Geoff Nichols, Kirsten Holmes, Matthew James, Management School, University of Sheffield

Chris Gratton, Richard Garrett, Themis Kokolakis, Craig Mulder, School of Sport and Leisure Management, Sheffield Hallam University

Lindsay King, Division of Sports Sciences, Northumbria University

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Chapter 1 Introduction

Aims and objectives, scope and definition

- 1.1 This report builds on the base established by the Sports Council in 1995 with the publication of *Valuing Volunteers in UK Sport* (Sports Council 1996). The 1996 study was the first comprehensive investigation of the scale and value of volunteering in UK sport, conducted by the Leisure Industries Research Centre (LIRC) in Sheffield. In response to the findings of the *Valuing Volunteers* research, Sport England provided support for volunteers through the Volunteer Investment Programme (VIP). VIP currently has over 11,500 members in its network, a testimony to the interest in support structures for volunteers.
- 1.2 However, further development of Sport England's and other agencies' support for volunteers in sport requires the updating and development of information about these volunteers - that is the purpose of this research. The aims of the study were to:
- quantify the contribution made to English sport by volunteers, building on the 1995/6 work;
 - identify the nature of volunteering in sport in England and the challenges faced by volunteers and volunteer managers;
 - identify and evaluate the support provided to sports volunteers and volunteer managers; and
 - identify the benefits associated with sports volunteering.
- 1.3 To further these aims, the specific research objectives were to:
- estimate the total number of volunteers active in English sport;
 - identify the demographics of sports volunteers;
 - estimate the total number of voluntary hours being given to English sport;
 - estimate this voluntary contribution to English sport in monetary terms;
 - evaluate the awareness amongst sports volunteers, sports clubs and National Governing Bodies (NGBs) of Sport England's VIP programme and other related initiatives;
 - identify (or estimate) the number of sports clubs, NGBs, and local authorities that have a volunteer strategy in place;
 - identify (or estimate) the number of sports clubs, NGBs, and local authorities that have a volunteer co-ordinator in place.

- identify current issues / common problems facing sports volunteers and voluntary organisations;
- assess the attitudes of young people (16 – 24) to sports volunteering;
- assess the attitudes of sports clubs to accepting young people as volunteers;
- identify any barriers to sports volunteering;
- identify issues around sports volunteer management;
- identify and document best practice approaches to recruiting, managing and developing sports volunteers; and
- identify the benefits of sports volunteering - for the individual, the sports club, and the local community.

- 1.4 One further objective is to demonstrate the dynamics of volunteering in sport from 1995-2001 by making comparisons with the previous findings. Different methodological details severely constrain comparisons of the numbers of volunteers and their hours of contribution. More qualitative comparisons are possible, however, about the changing nature of problems/issues, the durability of problems/issues, and the medium term effects on clubs and National Governing Bodies (NGBs) if problems have persisted.
- 1.5 The investigation is for England only. This replicates the quantitative primary research in 1995, which was for England. It would be possible, as in 1995, to extrapolate to the other home countries in order to derive UK aggregate data, based on the results in England, but this has not been an aim on this occasion.
- 1.6 The sports covered are those recognised by Sport England, for consistency with the 1995 study. In consultation with Sport England, the total number of specific activities covered separately is 103 sports (after excluding disability sports, activities combined with other NGBs (e.g. racketball, trampolining) and those activities which are specific to other home countries (e.g. camogie, Gaelic football, highland dancing, Scottish country dancing, quoits, shinty). There are 140 NGBs in these sports, while for 10 sports there are no recognised NGBs.
- 1.7 The report uses a similar definition of volunteers as in 1995, with one important difference – in 1995 the definition was confined to formal volunteering

i.e. helping others in sport through formal organisations such as clubs or governing bodies. In 2002 the definition included informal volunteering, i.e. helping other individuals in sport not through a formal organisation. The 2002 definition of volunteering is therefore:

Volunteering in sport is defined as individual volunteers helping others in sport and receiving either no remuneration or only expenses.

Two different methods provide different perspectives on volunteering. First, a national population survey (see Methods below) provides aggregate estimates of the totality of sports volunteering, including informal volunteering outside formal sports organisations. Second, the detailed primary research of sports organisations and other relevant organisations provides estimates of core, formal volunteering for sport within these organisations.

- 1.8 In terms of hours contributed by volunteers, consistent with the previous study, the estimates provided do not include travel time, which in the case of national level and regional level volunteers can be considerable.

Context

- 1.9 The 1995 *Valuing Volunteers* study emerged with key findings which have featured in Sport England's promotion and development of sport. These included the first specification of the scale, value and importance of volunteers to sport; and the extent of problems such as shortages of volunteers, ageing volunteer structures, and lack of replacements. It gave reasons for the problems, including time pressures, changed attitudes to volunteering, the greater demands on volunteers, and poor recruitment and retention systems. It provided an audit of support needs, including finance, information and training for technical jobs and for volunteer management.
- 1.10 More recent empirical work on volunteers at a national level in Britain is contained in the SportScotland *Survey of Clubs* (University of Edinburgh, 1999). This confirmed the dependence of sports clubs on volunteers, and also

verified a perception by 50% of responding clubs of a general shortage of volunteers.

- 1.11 Sport England's VIP has seen considerable success in the numbers of volunteers trained through the *Running Sport* programme, stimulating national governing bodies' (NGBs) volunteer support strategies, and raising awareness of both *VIP* and *Running Sport* (Nichols & Taylor, 1998).
- 1.12 Sport England's initiatives concerning volunteers directly parallel national Government policy, which has increasingly focused on the role of volunteers in rejuvenating citizenship and community development. *The Government's Plan for Sport* (DCMS, 2001) specifies not only an ambitious development of strategy and support for volunteers in sport, but also the need for research to underpin such development. More recently the government report *Game Plan* (DCMS, 2002, p166) stated that it is "*crucial that the role of volunteers in sport is fully supported*". The *Active Community Fund* allocation of £3 million to develop adult volunteering in sport and Department of Culture, Media and Sport (DCMS) funding of £4 million (over 2002-04) for the training and support of young people as volunteers in sport, the *Step into Sport* programme, are among a number of initiatives to invest in sports volunteering's contribution to active citizenship.
- 1.13 NGB's have begun to develop volunteer support strategies, in partnership with Sport England. The need for a more formal approach to volunteer support is recognised by Sport England. Further research on best practice is required to stimulate such developments in sport.
- 1.14 The 1997 National Survey of Volunteering (Davis Smith, 1998), when compared with the equivalent survey in 1991, provides an indication of the main trends in volunteering both generally and in sport, although the sub-samples of sports volunteers are very small. Initial work on this comparison at LIRC has disclosed that whilst the overall percentage of people volunteering for sport has remained more or less constant, it has declined conspicuously in the 18-24 years age group. In this age band 26% volunteered for sport in 1991 but only 15% in 1997.

- 1.15 Further work by the Institute for Volunteering Research (2001a) examined the requirements of 16-24 year olds for volunteering generally, which they summarise in a list of eight characteristics: flexibility, legitimacy, accessibility, experience, incentives, variety, organisation and laughs.
- 1.16 Training initiatives aimed at young people's volunteering in sport have an important place within *A Sporting Future for All: Action Plan* (Sport England, 2000, section 7), and are also at the heart of the *Step into Sport* initiative.

Methods

- 1.17 The 2002 research built on the experience of the 1996 study. Four primary research methods were used to achieve the objectives of the research.
- Questions on volunteering in sport in a national population, Omnibus survey, conducted by BMRB International with 8,458 adults selected to be representative of the national population. This provides national, aggregate estimates of volunteer numbers and hours for all types of sports volunteering, including informal volunteering in sport – i.e. volunteering that is not through a formal organisation but is more informally arranged.
 - 1,005 telephone interviews with representatives of national governing bodies, the middle level (regional/county associations), clubs, schools, universities and colleges, major events, youth organisations, disability organisations, and local authorities. These provide an estimate of the total numbers of volunteers and the hours they contribute to formal organisations providing sport, a subset of the total provided by the national population survey. They also help to identify main issues facing these volunteers and the degree of awareness, at different levels in sport, of Sport England initiatives for volunteers.
 - 72 focus groups in sports clubs in 12 sports (athletics, badminton, bowls, cricket, football, gymnastics, hockey, netball, rugby union, sailing, swimming and tennis). The focus groups were with volunteers (51 groups, 308 respondents) and young people (21 groups, 94 respondents). They provide more detailed qualitative feedback on issues facing volunteers in

sport and the attitudes of young people to volunteering. Talking with young people addresses directly the concern with falling volunteering in this age group, by targeting the young people most likely to volunteer, young participants. In the main, larger sports were used for the focus groups, this being justified by their importance to both the total number of sports volunteers and relevant policy initiatives.

- Questionnaire surveys of the 308 sports volunteers and 94 young people in the focus groups – administered before the qualitative discussions took place. These provide information on the characteristics of sports volunteers and their attitudes to volunteering; plus the characteristics of young participants in sport and their attitude to volunteering. They also enable triangulation of the quantitative estimation of volunteer numbers in the 12 sports covered.

1.18 The last three of these methods to a large extent replicate the broad approach of the 1995 research. The national population survey is an improvement in providing an aggregate estimate of all sports volunteering, including informal volunteering, which was not provided in 1995.

1.19 Further details on the methods employed are provided in Appendix 1. The research instruments for the primary research methods are contained in Appendix 2.

1.20 The methods used represent a considerable improvement on the 1995 research in the following principal ways:

- The 1995 estimation of the number of volunteers was based on formal organisations only, thereby missing volunteers who operate outside such organisations. The use of the national population survey questions in 2002 provides a direct estimate of total volunteering for sport, including informal volunteers.
- More sports were subject to primary research in 2002 than 1995. The 1995 study only conducted primary research in 26 sports, to identify the numbers of volunteers and their hours of volunteering. For the other 67 sports investigated, the numbers of volunteers per club and hours per volunteer were estimated by extrapolating likely levels of volunteering from

the 26 sports where primary research was conducted; then aggregating the estimates by taking the number of clubs nationally from the *Digest of Sports Statistics* (Centre for Leisure Research, 1991). In the 2002 research, evidence for 88 sports was collected using the same primary research telephone interviews. 15 minor sports did not provide information for this part of the research.

- An assumption was made in 1995 that higher and further education institutions contained no substantial volunteering beyond those elements estimated through governing bodies and clubs. In 2002 primary research of universities and colleges revealed direct information on volunteering in these sectors.
- In 2002 there is a more comprehensive, although incomplete picture, of volunteering in clubs unaffiliated to National Governing Bodies.
- In 1995 there was no qualitative research with young people. In 2002, direct research of young people was carried out, not only by asking all levels of sport about the actual and potential contributions of young people but also by conducting focus groups of young people.
- In 2002 a full-time researcher and the use of emails enabled both more consistent enquiry and more accurate data collection.

1.21 The same investigative stance for the quantitative estimates has been adopted in 2002 as in 1995 in respect of being 'realistic but conservative'. Where there is a discrepancy in the estimation process the lower estimate has been adopted.

Structure of the report

1.22 The second chapter identifies the quantitative dimensions to volunteering for sport in England. It uses the national population survey results to provide the overall estimates of volunteer numbers and hours, from which an aggregate value of volunteering for sport nationally is obtained. The information from telephone interviews then provides detailed estimates of the scale of volunteering in different types of organisations, including. NGBs, clubs, schools, universities, young persons organisations, disabled sports organisations, and major sporting events.

- 1.23 The third chapter describes the main characteristics of sports volunteers, in terms of demographics, socioeconomics, volunteer roles undertaken, time spent volunteering and involvement in non-sport volunteering. It also examines briefly the reasons why lapsed sports volunteers stopped volunteering and why others who have considered volunteering for sport did not volunteer.
- 1.24 The fourth chapter moves to the qualitative evidence, concentrating on issues and challenges facing sports volunteers. This focuses on recruitment and organisational issues, pressures from organisations external to sports clubs, and the motivations of volunteers.
- 1.25 The fifth chapter examines volunteer management, in particular the degree of formality with which volunteers in sports clubs are organised, signs of emerging formality, the problems faced in managing volunteers and awareness and use of volunteer strategies, volunteer co-ordinators, and Sport England's Volunteer Investment Programme (VIP).
- 1.26 The sixth chapter focuses on young people and volunteering in sport. It does this by looking at the issues from two sides, firstly from the perspective of young people within sports clubs, and secondly from the perspective of older volunteers in sports clubs and other organisations.
- 1.27 Chapter 7 summarises the impacts and benefits of volunteering in sport, for the individual volunteer, for the sports clubs they contribute to, and for the wider communities these clubs and volunteers are in.
- 1.28 The final chapter brings together the main themes and issues arising from the research, in particular the pressures which enhance tension between the desire to organise volunteers better, and the desire to keep volunteering fun. This tension parallels the difference between voluntary clubs as organisations for mutual enthusiasm, and as service delivery organisations for members. The chapter seeks to draw implications from the research for national and

local agencies which seek to support and steer voluntary sport through their policies and actions.

Chapter 2 The Scale and Value of Volunteering in Sport in England

- 2.1 Two methods have been employed in this research to identify the scale of volunteering in sport in England. First, the national population survey asked a randomly selected sample of individuals about their volunteering. Second, the telephone interviews asked a sample of relevant organisations concerned with the provision of sport to provide estimates of volunteering for sport in their organisations.
- 2.2 These two methods give different and complementary estimates and have different strengths and weaknesses. The national population survey captures all types of volunteering for sport, including informal volunteering (not part of formal organisations), unaffiliated activity (not affiliated to the National Governing Bodies of sport), and also volunteers that contribute in ways that might not be counted as part of an organisation, such as fund-raising and transporting children to competitions. However, the national population survey does not provide reliable results for most individual sports – the sample size of 8,458 only allows reliable results for a few large sports.
- 2.3 The telephone interviews only capture formal volunteers, i.e. those who contribute to the running of formal organisations, so it does not include informal or unaffiliated volunteering and it is likely to underestimate the more marginal volunteering associated with clubs, such as fund-raising and transport. The telephone interviews, however, do provide an estimate for a large majority of the individual sports recognised by Sport England. Representatives of all such sports were approached at three levels – NGB, region/county, and club - to ask for their estimates of volunteering and only 15 minor sports declined to provide information out of a total of 103. At the club level four clubs per sport were interviewed, which means that the estimates of volunteers per club and hours per volunteer are dependent on these clubs being representative of the size structure of clubs in their sports.

The national scale of volunteering in sport

- 2.4 According to the national population survey results, which form the basis of all the data in this section of the chapter, 14.8% of adults in England volunteered for sport in the previous year, each contributing an average of just under 208 hours in the year. This translates to the national figures in Table 2.1. The valuation of the hours of volunteering is at the average hourly earnings for all industries for 2002 of £11.69 (Office for National Statistics, 2003). This method of valuation conforms to previous studies, including the 1995 research for The Sports Council. It is the value of the hypothetical cost of replacing all the sports volunteers with paid labour. The estimated hours of volunteering in sport are equivalent to 720,000 additional full-time equivalent paid workers in sport. This compares with the most recent (2001) estimate of the paid labour force in sport in England of 450,000 full-time equivalent workers (Leisure Industries Research Centre, unpublished).

Table 2.1 The scale of volunteering for sport in England, 2002

| | |
|---|----------------------|
| Total number of adult (16+) volunteers in sport in England | 5,821,400 volunteers |
| Total hours of volunteering in 2002 | 1,209,566,500 hours |
| Value of volunteering hours at average hourly earnings for 2002 | £14,139,832,000 |

Note: figures are rounded to the nearest 1000.

Source: national population survey

- 2.5 The figure of 14.8% of the adult population volunteering for sport is broadly consistent with the National Surveys of Volunteering in 1991 and 1997, as shown in Table 2.2. It would be a mistake to infer from the differences that volunteering in sport has grown since 1997.
- 2.6 Although the methods and survey questions used for the National Surveys of Volunteering (NSV) in Great Britain in 1991 and 1997 were different from that used for identifying sports volunteers in the 2002 national population survey used in this research, there is a reassuring correspondence in the results for sports volunteers in all these surveys. The percentage of the population that were sports volunteers was 13% in both the 1991 and 1997 NSV surveys and 15% in the 2002 national population survey.

2.7 There are two likely reasons for the difference. First, the national population survey estimate includes informal volunteering, whereas the NSV surveys estimates do not. Allowing for just over 9% of the sports volunteers in the national population survey who are informal (see Table 2.5 below) brings the estimate of formal volunteers from that survey down to about 13.4%. Second, the national population survey asked more direct questions about volunteering, which might be expected to generate a larger response. Given these explanations, the results of the three surveys are very close indeed.

Table 2.2 Comparison of Characteristics of Sports Volunteers in 2002 national population survey with National Survey of Volunteering surveys 1991 & 1997

| | NSV 1991 | NSV 1997 | national population survey 2002 |
|---|----------|----------|---------------------------------|
| Current sport volunteers (as % of total sample) | 13% | 13% | 15% |
| % of population that are young sport volunteers (16 – 24 years) | 3% | 2% | 4% |
| % of population that are older sport volunteers (25+ years) | 10% | 11% | 11% |
| % of population that are male sport volunteers | 9% | 9% | 10% |
| % of population that are female sport volunteers | 4% | 4% | 5% |
| average hours spent in sport volunteering in the past year | 183 | 189 | 208 |

Source: national population survey; National Survey of Volunteering, 1991 & 1997

2.8 The age distribution of sport volunteers is also similar in the three surveys with 26% of sports volunteers being young (16-24 age group) in 1991 and 28% being in this age group in 2002. Similarly, the gender breakdown is similar with 72% of sports volunteers being male in 1991 and 67% of sports volunteers being male in 2002. Finally, the average amount of hours spent in sport volunteering in the past year was consistent over the three surveys with 183 hours in 1991, 189 in 1997, and 208 in 2002.

Table 2.8 Volunteering in NGBs (national level), middle level and clubs

| Sport | National | | Middle | | Club | | Unaffiliated | | Total including unaffiliated | | Total excluding unaffiliated | |
|--------------------------|------------|---------|------------|-----------|------------|------------|--------------|-----------|------------------------------|------------|------------------------------|------------|
| | Volunteers | Hours | Volunteers | Hours | Volunteers | Hours | Volunteers | Hours | Volunteers | Hours | Volunteers | Hours |
| Aikido | 12 | 7,632 | 85 | 4,760 | 2,163 | 379,040 | 0 | 0 | 2,260 | 391,432 | 2,260 | 391,432 |
| Amateur Boxing | 11 | 6,624 | 415 | 52,960 | 5,625 | 1,691,875 | 0 | 0 | 6,051 | 1,751,459 | 6,051 | 1,751,459 |
| Amateur Dancing | 20 | 2,677 | 0 | 0 | 50 | 6,136 | 0 | 0 | 70 | 8,813 | 70 | 8,813 |
| Amateur Wrestling | 36 | 7,784 | 10 | 1,498 | 121 | 21,607 | 0 | 0 | 167 | 30,889 | 167 | 30,889 |
| *Angling | 128 | 31,794 | 1002 | 136,118 | 16,436 | 3,858,642 | 5,449 | 1,279,269 | 23,015 | 5,305,823 | 17,566 | 4,026,554 |
| Archery | 37 | 15,568 | 391 | 45,376 | 10,716 | 963,547 | 0 | 0 | 11,144 | 1,024,491 | 11,144 | 1,024,491 |
| Artistic Roller Skating | 108 | 23,457 | 174 | 5,002 | 468 | 88,416 | 0 | 0 | 750 | 116,875 | 750 | 116,875 |
| *#Association Football | 14 | 45,217 | 22,248 | 7,907,040 | 408,562 | 87,583,998 | 0 | 0 | 430,824 | 95,536,255 | 430,824 | 95,536,255 |
| *#Athletics | 135 | 13,502 | 744 | 115,795 | 29,153 | 4,447,026 | 0 | 0 | 30,032 | 4,576,323 | 30,032 | 4,576,323 |
| *#Badminton | 75 | 45,000 | 1,409 | 175,920 | 11,185 | 698,544 | 4,075 | 254,280 | 16,744 | 1,173,744 | 12,669 | 919,464 |
| Balloonng | 61 | 15,539 | 0 | 0 | 127 | 10,302 | 15 | 1,212 | 203 | 27,053 | 188 | 25,841 |
| Baseball | 64 | 6,960 | 36 | 2,211 | 1,995 | 405,213 | 175 | 35,540 | 2,270 | 449,924 | 2,095 | 414,384 |
| *Basketball | 60 | 18,240 | 395 | 98,448 | 5,185 | 517,419 | 0 | 0 | 5,640 | 634,107 | 5,640 | 634,107 |
| Bobsleigh/Luge | 15 | 3,138 | 0 | 0 | 0 | 0 | 0 | 0 | 15 | 3,138 | 15 | 3,138 |
| *#Bowls | 184 | 38,112 | 1,864 | 179,207 | 132,510 | 14,865,019 | 0 | 0 | 134,558 | 15,082,338 | 134,558 | 15,082,338 |
| *Canoeing | 1,020 | 54,622 | 416 | 41,333 | 11,273 | 1,306,523 | 0 | 0 | 12,709 | 1,402,478 | 12,709 | 1,402,478 |
| Chinese Martial Arts | 186 | 18,720 | 0 | 0 | 957 | 51,504 | 0 | 0 | 1,143 | 70,224 | 1,143 | 70,224 |
| *Clay Pigeon Shooting | 7 | 4,398 | 310 | 60,106 | 3,640 | 604,370 | 11,200 | 1,859,000 | 15,157 | 2,527,874 | 3,957 | 668,874 |
| *Climbing/Mountaineering | 139 | 8,935 | 224 | 7,138 | 3,542 | 377,340 | 0 | 0 | 3,905 | 393,413 | 3,905 | 393,413 |
| *#Cricket | 0 | 770 | 1,020 | 155,560 | 236,537 | 27,476,450 | 0 | 0 | 237,557 | 27,632,780 | 237,557 | 27,632,780 |
| Croquet | 38 | 6,774 | 63 | 3,393 | 2,812 | 169,656 | 0 | 0 | 2,913 | 179,823 | 2,913 | 179,823 |
| Curling | 14 | 1,859 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | 1,859 | 14 | 1,859 |
| *Cycling | 179 | 83,136 | 993 | 159,768 | 9,877 | 705,848 | 0 | 0 | 11,049 | 948,752 | 11,049 | 948,752 |
| Dragon Boat Racing | 13 | 11,588 | 0 | 0 | 266 | 28,962 | 0 | 0 | 279 | 40,550 | 279 | 40,550 |
| Equestrian | 391 | 126,229 | 366 | 144,724 | 38,865 | 3,143,042 | 40,750 | 1,128,135 | 80,372 | 4,542,130 | 39,622 | 3,413,995 |
| Eton Fives | 23 | 2,217 | 0 | 0 | 231 | 2,212 | 16 | 158 | 270 | 4,587 | 254 | 4,429 |
| Fencing | 411 | 24,878 | 194 | 24,211 | 2,704 | 531,674 | 0 | 0 | 3,309 | 580,763 | 3,309 | 580,763 |
| Gliding | 70 | 10,080 | 0 | 0 | 8,697 | 286,148 | 0 | 0 | 8,767 | 296,228 | 8,767 | 296,228 |
| *Golf | 94 | 28,422 | 1,572 | 268,176 | 41,690 | 3,949,180 | 0 | 0 | 43,356 | 4,245,778 | 43,356 | 4,245,778 |
| *#Gymnastics | 97 | 6,984 | 1,305 | 221,256 | 12,450 | 1,145,400 | 0 | 0 | 13,852 | 1,373,640 | 13,852 | 1,373,640 |
| Handball | 6 | 248 | 0 | 0 | 120 | 25,080 | 0 | 0 | 126 | 25,328 | 126 | 25,328 |
| Hangliding & Paragliding | 48 | 21,650 | 0 | 0 | 1,365 | 108,990 | 0 | 0 | 1,413 | 130,640 | 1,413 | 130,640 |
| Hockey | 55 | 9,900 | 2,130 | 472,500 | 54,450 | 3,923,150 | 0 | 0 | 56,635 | 4,405,550 | 56,635 | 4,405,550 |
| Horse Racing | 75 | 3,600 | 67 | 2,595 | 250 | 20,664 | 0 | 0 | 392 | 26,859 | 392 | 26,859 |
| Hovercrafting | 28 | 2,098 | 0 | 0 | 96 | 5,166 | 0 | 0 | 124 | 7,264 | 124 | 7,264 |
| Ice Hockey | 14 | 12,418 | 92 | 53,682 | 1,646 | 466,854 | 0 | 0 | 1,752 | 532,954 | 1,752 | 532,954 |

| | | | | | | | | | | | | |
|--------------------|-----|---------|-------|-----------|--------|------------|--------|-----------|--------|------------|--------|------------|
| Ice Skating` | 255 | 40,262 | 0 | 0 | 1,160 | 87,754 | 0 | 0 | 1,415 | 128,016 | 1,415 | 128,016 |
| Inline Skating | 16 | 9,600 | 0 | 0 | 45 | 7,194 | 0 | 0 | 61 | 16,794 | 61 | 16,794 |
| *Judo | 67 | 9,984 | 1,104 | 182,784 | 7,350 | 940,800 | 0 | 0 | 8,521 | 1,133,568 | 8,521 | 1,133,568 |
| Jujitsu | 11 | 492 | 20 | 1,516 | 1,215 | 132,120 | 297 | 32,296 | 1,543 | 166,424 | 1,246 | 134,128 |
| Karate | 25 | 7,880 | 581 | 133,464 | 2,475 | 751,300 | 0 | 0 | 3,081 | 892,644 | 3,081 | 892,644 |
| *Keep Fit | 136 | 22,620 | 296 | 309,619 | 0 | 0 | 0 | 0 | 432 | 332,239 | 432 | 332,239 |
| Kendo | 18 | 9,608 | 0 | 0 | 191 | 39,862 | 0 | 0 | 209 | 49,470 | 209 | 49,470 |
| Korfbal | 23 | 1,795 | 46 | 5,741 | 544 | 27,360 | 0 | 0 | 613 | 34,896 | 613 | 34,896 |
| Lacrosse | 119 | 31,128 | 108 | 27,648 | 2,200 | 157,410 | 0 | 0 | 2,427 | 216,186 | 2,427 | 216,186 |
| Land Sailing | 7 | 480 | 0 | 0 | 30 | 1,440 | 0 | 0 | 37 | 1,920 | 37 | 1,920 |
| Life Saving | 102 | 10,600 | 643 | 21,941 | 1,819 | 164,124 | 0 | 0 | 2,564 | 196,665 | 2,564 | 196,665 |
| Microlighting | 24 | 1,983 | 845 | 175,630 | 769 | 154,640 | 0 | 0 | 1,638 | 332,253 | 1,638 | 332,253 |
| Model Plane Flying | 58 | 17,539 | 100 | 19,200 | 3,500 | 336,000 | 0 | 0 | 3,658 | 372,739 | 3,658 | 372,739 |
| Motorcycling | 82 | 385,584 | 180 | 28,512 | 15,929 | 4,090,488 | 0 | 0 | 16,191 | 4,504,584 | 16,191 | 4,504,584 |
| Motor Racing | 261 | 38,498 | 99 | 26,611 | 60,939 | 3,792,283 | 0 | 0 | 61,299 | 3,857,392 | 61,299 | 3,857,392 |
| Movement and Dance | 165 | 30,246 | 513 | 121,800 | 6,004 | 489,304 | 0 | 0 | 6,682 | 641,350 | 6,682 | 641,350 |
| *#Netball | 48 | 7,152 | 1,670 | 267,613 | 12,731 | 437,972 | 25,447 | 874,978 | 39,896 | 1,587,715 | 14,449 | 712,737 |
| *Orienteering | 19 | 1,608 | 117 | 13,478 | 4,133 | 204,361 | 0 | 0 | 4,269 | 219,447 | 4,269 | 219,447 |
| Parachuting | 52 | 12,480 | 0 | 0 | 270 | 21,720 | 0 | 0 | 322 | 34,200 | 322 | 34,200 |
| Petanque | 41 | 5,588 | 116 | 9,318 | 1,992 | 98,160 | 2,905 | 143,150 | 5,054 | 256,216 | 2,149 | 113,066 |
| Polo | 61 | 7,110 | 0 | 0 | 325 | 22,704 | 0 | 0 | 386 | 29,814 | 386 | 29,814 |
| Pool | 6 | 5,960 | 826 | 424,876 | 0 | 0 | 0 | 0 | 832 | 430,836 | 832 | 430,836 |
| Popular Flying | 14 | 1,632 | 0 | 0 | 935 | 56,650 | 0 | 0 | 949 | 58,282 | 949 | 58,282 |
| Roller Hockey | 70 | 41,846 | 0 | 53,356 | 1,800 | 394,000 | 0 | 0 | 1,870 | 489,202 | 1,870 | 489,202 |
| Rounders | 45 | 1,750 | 87 | 2,280 | 2,156 | 54,437 | 5,175 | 130,650 | 7,463 | 189,117 | 2,288 | 58,467 |
| Rowing | 147 | 19,235 | 532 | 83,160 | 13,858 | 3,923,057 | 1,820 | 515,200 | 16,357 | 4,540,652 | 14,537 | 4,025,452 |
| Rugby Fives | 20 | 1,294 | 0 | 0 | 112 | 2,279 | 5 | 97 | 137 | 3,670 | 132 | 3,573 |
| *Rugby League | 18 | 1,392 | 315 | 116,880 | 10,947 | 2,520,120 | 0 | 0 | 11,280 | 2,638,392 | 11,280 | 2,638,392 |
| *#Rugby Union | 66 | 27,168 | 7331 | 1,278,037 | 74,960 | 11,070,320 | 0 | 0 | 82,357 | 12,375,525 | 82,357 | 12,375,525 |
| *#Sailing/Yachting | 408 | 12,036 | 190 | 36,480 | 16,305 | 4,374,528 | 0 | 0 | 16,903 | 4,423,044 | 16,903 | 4,423,044 |
| Shooting | 148 | 38,958 | 1,334 | 152,113 | 24,530 | 6,183,450 | 0 | 0 | 26,012 | 6,374,521 | 26,012 | 6,374,521 |
| Skiing | 84 | 10,212 | 63 | 3,629 | 975 | 70,980 | 0 | 0 | 1,122 | 84,821 | 1,122 | 84,821 |
| Softball | 15 | 600 | 125 | 4,200 | 1,852 | 44,448 | 0 | 0 | 1,992 | 49,248 | 1,992 | 49,248 |
| Sombo | 26 | 1,748 | 0 | 0 | 360 | 23,340 | 0 | 0 | 386 | 25,088 | 386 | 25,088 |
| Speedway | 10 | 132 | 0 | 0 | 855 | 205,530 | 0 | 0 | 865 | 205,662 | 865 | 205,662 |
| *Squash | 49 | 10,080 | 690 | 49,752 | 17,237 | 1,396,730 | 35,000 | 2,836,000 | 52,976 | 4,292,562 | 17,976 | 1,456,562 |
| Sub Aqua | 311 | 61,354 | 161 | 22,904 | 22,400 | 3,118,400 | 0 | 0 | 22,872 | 3,202,658 | 22,872 | 3,202,658 |
| Surfing | 28 | 2,598 | 0 | 0 | 490 | 36,715 | 0 | 0 | 518 | 39,313 | 518 | 39,313 |
| Surf Lifesaving | 14 | 1,478 | 11 | 370 | 375 | 33,840 | 0 | 0 | 400 | 35,688 | 400 | 35,688 |

| | | | | | | | | | | | | |
|-------------------|--------------|------------------|---------------|-------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|
| *#Swimming | 127 | 12,700 | 989 | 100,755 | 60,268 | 7,279,423 | 0 | 0 | 61,384 | 7,392,878 | 61,384 | 7,392,878 |
| *Table Tennis | 75 | 54,000 | 2,570 | 449,730 | 24,300 | 2,303,100 | 0 | 0 | 26,945 | 2,806,830 | 26,945 | 2,806,830 |
| Taekwondo | 5 | 1,530 | 105 | 1,470 | 2,982 | 873,912 | 0 | 0 | 3,092 | 876,912 | 3,092 | 876,912 |
| Tang Soo Do | 10 | 1,485 | 0 | 0 | 270 | 57,288 | 0 | 0 | 280 | 58,773 | 280 | 58,773 |
| Ten pin bowling | 16 | 1,008 | 35 | 3,360 | 2,850 | 316,800 | 0 | 0 | 2,901 | 321,168 | 2,901 | 321,168 |
| *#Tennis | 180 | 129,600 | 1,084 | 173,634 | 26,244 | 1,595,860 | 5,808 | 377,520 | 33,316 | 2,276,614 | 27,508 | 1,899,094 |
| Triathlon | 38 | 10,618 | 55 | 4,488 | 1,407 | 147,963 | 0 | 0 | 1,500 | 163,069 | 1,500 | 163,069 |
| Tug of War | 27 | 9,335 | 100 | 7,410 | 312 | 49,192 | 12 | 1,892 | 451 | 67,829 | 439 | 65,937 |
| Volleyball | 53 | 16,155 | 605 | 91,221 | 4,950 | 212,300 | 1,728 | 74,112 | 7,336 | 393,788 | 5,608 | 319,676 |
| *Walking/Rambling | 34 | 17,660 | 462 | 275,737 | 9,130 | 920,466 | 1,586,508 | 159,718,944 | 1,596,134 | 160,932,807 | 9,626 | 1,213,863 |
| Water Skiing | 135 | 31,382 | 30 | 4,032 | 1,350 | 183,200 | 126 | 10,164 | 1,641 | 228,778 | 1,515 | 218,614 |
| Weightlifting | 17 | 1,632 | 99 | 26,001 | 1,080 | 599,400 | 0 | 0 | 1,196 | 627,033 | 1,196 | 627,033 |
| Yoga | 6 | 9,000 | 199 | 73,067 | 0 | 0 | 0 | 0 | 205 | 82,067 | 205 | 82,067 |
| Total | 7,660 | 1,908,585 | 61,961 | 15,122,594 | 1,504,675 | 219,869,721 | 1,726,511 | 169,272,597 | 3,300,807 | 406,173,497 | 1,574,296 | 236,900,900 |

* 1995 telephone interview sports

1995 & 2002 focus group sports

Source: figures provided by NGB national officials, county/regional officials and club secretaries

2.9 The national population survey provides details of the main constituent parts of volunteering. In Table 2.3 the numbers and percentages of volunteers by gender and age are provided, together with an estimate of the volunteering rate for each category, i.e. the percentage of each group that volunteered for sport in the previous year. This demonstrates that more males volunteer for sport because they have a higher volunteering rate for sport - twice the rate of females. Of the age categories examined, 35-59 year olds provide 40% of sports volunteers, but they have a lower volunteering rate than younger people. In fact the table shows that the volunteering rate declines consistently with age.

Table 2.3 Sports volunteering by age and gender

| <i>Sports volunteers</i> | • Number of sports volunteers | <i>% of all sports volunteers</i> | <i>% volunteering rate*</i> |
|--------------------------|--------------------------------------|-----------------------------------|-----------------------------|
| <i>Gender</i> | | | |
| Male | 3,878,303 | 67% | 20.3 % |
| Female | 1,943,077 | 33% | 9.7% |
| <i>Age</i> | | | |
| 16-24 years | 1,636,895 | 28% | 28% |
| 25-34 years | 1,279,683 | 22% | 17.1% |
| 35-59 years | 2,319,916 | 40% | 14.4% |
| 60+ years | 580,960 | 10% | 6% |

Source: national population survey
 * Volunteering rate: e.g. for 16-24 year olds = number of 16-24 year old sports volunteers in the national population sample, as a percentage of total number of 16-24 year olds in the sample

2.10 Some volunteers contribute to more than one organisation, as shown in Table 2.4 - the total responses sum to 135%. The table demonstrates that the majority of volunteering is formal, with sports membership clubs accounting for a third of sports volunteers. A conservative estimate from the research of the number of sports clubs run by volunteers is 106,423, with over 8,152,000 members. Informal volunteering, however, is a significant minority of sports volunteering, at least 16% and possibly including some of the 'other' category.

Table 2.4 Organisations benefiting from volunteer contributions

| <i>Type of organisation</i> | <i>% of sports volunteers</i> |
|--|-------------------------------|
| Sports club organised by members | 45 |
| Sports club organised through school | 17 |
| Youth organisation | 13 |
| National governing body of sport | 7 |
| Sports club organised through a college/university | 7 |
| Organisation focusing on a specific sports event | 5 |
| Disabled sports organisation | 3 |
| An informal group such as family or friends | 22 |
| Other | 16 |

Source: national population survey

2.11 Table 2.5 uses the national population survey results to identify the scale of sports volunteering of three types: informal only; both informal and formal; formal only (formal volunteering is through an organisation; informal volunteering is helping someone in sport not through an organisation). Over three-quarters of sports volunteers do so only through formal organisations, whilst just under 10% of sports volunteers do so only informally.

2.12 It is the volunteers who do both formal and informal volunteering who have the highest average volunteering hours – 396 a year – so whilst they are just 13% of all sports volunteers, they account for nearly 25% of the total voluntary hours.

Table 2.5 Formal and informal volunteers and hours

| | <i>Number of sports volunteers</i> | <i>% of sports volunteers</i> | <i>Annual average hours of sports volunteering</i> | <i>Total hours of sports volunteering</i> | <i>% of total sports volunteering hours</i> |
|--|------------------------------------|-------------------------------|--|---|---|
| Only do formal volunteering | 4,523,213 | 77.7% | 188 | 850,364,044 | 70.2% |
| Do both formal and informal volunteering | 756,780 | 13% | 396 | 299,684,880 | 24.7% |
| Only do informal volunteering | 547,210 | 9.4% | 113 | 61,834,730 | 5.1% |

Source: national population survey

Individual sectors in sport

- 2.13 The telephone interviews with sports organisations enabled details to be provided about the core, formal volunteering in sport. This does not include informal volunteering done outside the remit of organisations. It is also highly likely not to include volunteers whose contributions are peripheral to organisations, such as transporting children and fund raising. It is unlikely that secretaries of sports clubs (who were interviewed) would know of all these ‘marginal’ volunteers associated with their clubs. Their reporting was largely confined to the core formal volunteers with named roles, such as officers, committee members, coaches and officials.
- 2.14 One other type of volunteer which has not been estimated in the research of sports organisations is those who volunteer for local authority sports services. In the survey of 50 local authorities, 33 indicated that they recruited volunteers, primarily for events or summer outreach programmes. However, the survey did not anticipate this result and did not ask for estimates of numbers of volunteers.

Table 2.6 Core, formal volunteering in sport

| 1 | Sectors | Volunteers | % | Hours in last year | % |
|---|---------------------------------------|------------------|-----|--------------------|-----|
| 2 | Sports clubs* | 1,504,675 | 75 | 219,869,721 | 83 |
| 3 | Middle level (e.g. regions, counties) | 61,961 | 3 | 15,122,594 | 6 |
| 4 | National (NGBs) | 7,660 | 0.4 | 1,908,585 | 1 |
| 5 | Schools | 96,915 | 5 | 2,125,341 | 1 |
| | Universities | 18,212 | 1 | 1,487,584 | 0.5 |
| | FE colleges | 0 | 0 | 0 | 0 |
| | Young persons organisations (x14) | 273,734 | 14 | 21,451,553 | 8 |
| | Disability organisations (x12) | 23,407 | 1 | 2,639,649 | 1 |
| | Major events (x16) | 26,095 | 1 | 1,552,806 | 0.6 |
| | Total | 2,012,659 | | 266,157,833 | |

* The total for sports clubs does not include unaffiliated activity.
Source: telephone interviews

- 2.15 Table 2.6 summarises the evidence for the different organisational sectors researched. Sports clubs dominate core, formal volunteering in sport - 75% of the total volunteers and over 80% of the total volunteer hours. The estimation process to arrive at the total figures was:

- identify, from the telephone interviews with clubs, the average numbers of volunteers per club, for each sport;
- these averages were then multiplied by the number of clubs in each sport to arrive at the total club volunteers per sport;
- for NGBs and middle level volunteers a similar process established the total numbers of volunteers in each sport;
- the telephone interviews also identified the average annual numbers of hours volunteered per volunteer, for each sport;
- these averages were then multiplied by the total number of volunteers to arrive at the total hours volunteered per sport.

2.16 Comparisons between the figures in Table 2.6 and the 1995 results are qualified by a lot of methodological caveats, as made clear in Appendix 1. The methods were improved in key respects in the 2002 research, which made it more inclusive and therefore likely to provide higher figures. As a result it is inappropriate to state that the number of volunteers or hours has changed for core, formal volunteers. Nevertheless, comparisons are provided in Table 2.7.

Table 2.7 Comparisons of core, formal volunteers and hours, 1995 and 2002

| 6 Sectors | Volunteers | | Hours | |
|-----------------------------|------------------|------------------|--------------------|--------------------|
| | 2002 | 1995 | 2002 | 1995 |
| 8 Clubs and NGBs | 1,574,296 | 1,185,511 | 236,900,900 | 169,554,902 |
| 9 Schools | 96,915 | 37,897 | 2,125,341 | 2,576,972 |
| Universities | 18,212 | na | 1,487,584 | na |
| FE colleges | 0 | na | 0 | na |
| Young persons organisations | 273,734 | 233,389 | 21,451,553 | 11,617,709 |
| Disability organisations | 23,407 | 25,217 | 2,639,649 | 3,162,744 |
| Major events | 26,095 | 5,047 | 1,552,806 | 277,680 |
| Total | 2,012,659 | 1,487,061 | 266,157,833 | 187,190,007 |

Source: telephone interviews

National Governing Bodies, middle level volunteers and clubs

2.17 Table 2.8 provides details from the telephone interviews of the numbers of volunteers and hours contributed to 88 sports at the three key levels of volunteering: the national, middle (i.e. regions, counties) and club. For some

sports there is no volunteering at particular levels, especially at the middle level for smaller sports. There are 15 minor sports not represented in Table 2.8 (see Appendix 1), either because no response was made by the NGB or because there was no recognised NGB and no one to ask about the scale of volunteering in their sport. No estimates can therefore be provided for these 15 sports.

2.18 Because of the danger of double counting volunteers who contribute at two or three of the levels investigated, the estimation has attempted to count such volunteers just at one level, whilst splitting their hours into different levels. A consequence is that at the national level particularly the hours can look very high for a small number of volunteers. In fact, many of these hours are served by middle level volunteers (e.g. from regions, counties) on committees at the national level. Nevertheless, typically national level volunteers contribute the highest hours per volunteer.

2.19 The largest sports include those that are large in participation, and football dominates both numbers of volunteers and hours, see Table 2.9. However, other sports are not particularly large in participation but are very demanding in terms of volunteers and hours, e.g. competitive swimming and athletics.

Table 2.9 Ten largest sports for volunteers and hours

| | | Volunteers (000s) | | | Hours (millions) | |
|----|--------------|----------------------|--|----|---------------------|-----|
| 1 | Football | 431 | | 1 | Football | 96 |
| 2 | Cricket | 238 | | 2 | Cricket | 28 |
| 3 | Bowls | 135 | | 3 | Bowls | 15 |
| 4 | Rugby Union | 82 | | 4 | Rugby Union | 12 |
| 5 | Swimming | 61 | | 5 | Swimming | 7 |
| 6 | Motor Racing | 61 | | 6 | Shooting | 6 |
| 7 | Hockey | 57 | | 7 | Athletics | 4.5 |
| 8 | Golf | 43 | | 8 | Motorcycling | 4.5 |
| 9 | Equestrian | 40 | | 9 | Sailing | 4.4 |
| 10 | Athletics | 30 | | 10 | Hockey | 4.4 |

Source: telephone interviews

2.20 For the largest sports in volunteering terms, a comparison can be made between the core, formal volunteers reported above, and all volunteers concerned with these sports as reported in the national population survey.

This comparison is made in Table 2.10. The large differences are explained by the concentration in the telephone interviews on acknowledged volunteers in sports organisations – this misses volunteers in unaffiliated organisations, informal volunteers, and volunteers whose contributions are peripheral to organisations and therefore not notified by club secretaries. The last category is likely to be particularly large in sports where a lot of children are involved – e.g. football, swimming and athletics.

Table 2.10 Comparison of core, formal volunteer numbers and total volunteer numbers for selected sports.

| Sport | Number of core, formal volunteers (from the telephone interviews) | Total number of volunteers (from the national population survey) |
|-----------|---|--|
| Football | 430,824 | 2,064,765 |
| Swimming | 61,384 | 946,023 |
| Cricket | 237,557 | 690,871 |
| Athletics | 30,032 | 561,333 |
| Golf | 43,356 | 455,347 |

Sources: telephone interviews and national population survey

Unaffiliated volunteering

2.21 National Governing Bodies of sport were all asked for their estimation of unaffiliated activity in their sport, because the extent to which participation is in clubs or teams which are not affiliated to NGBs is an extra layer of volunteers not accounted for in the telephone interviews. Of the 88 sports investigated, a third felt able to provide estimates, although these were very approximate in most cases – these estimates are in Table 2.8. They included 15 sports' NGBs which were fairly confident that there was little or no unaffiliated activity in their sports, although of course this is difficult to prove. About a third of sports' NGBs suspected a high level of unaffiliated activity but could not put an estimate to this or the associated volunteering, so no estimates are provided in Table 2.8. The remaining third of sports' NGBs simply did not know how much unaffiliated activity there was in their sports – again no estimates are provided in Table 2.8.

- 2.22 Table 2.8 includes the positive estimates of unaffiliated volunteers and hours that were provided, but for all other sports a zero estimate is entered in the table. Table 2.8 also provides two sets of overall totals – with and without the unaffiliated estimates. The 13 positive estimates sum to over 1.7 million unaffiliated volunteers and over 169 million hours of volunteering by these people. The scale of this estimate is largely due to walking/rambling, for which an estimate of over 1.5 million volunteers and over 159 million hours is made.
- 2.23 Because the estimation of volunteers in unaffiliated organisations is so partial and problematic, such estimates as there are have not been included in the summary of core, formal volunteering in Table 2.6 above.

Schools

- 2.24 The evidence for volunteering in schools was collected from 40 secondary state schools, five secondary independent schools, 37 primary state schools, seven primary independent schools and eleven special schools. In calculating the numbers of volunteers and time given, unpaid work by teachers was not included even if they were outside the PE department. Several schools reported that pupils helped with sport as part of their Community Sports Leadership Awards (CSLA) – this was also not included as part of the volunteering estimate.
- 2.25 The majority of volunteers and hours contributed to sport in schools is at the primary level, as shown in Table 2.11.

Table 2.11 Volunteering in Schools

| <i>10 Schools</i> | <i>Volunteers</i> | <i>Hours</i> |
|-------------------|-------------------|--------------|
| Primary | 72,276 | 1,264,830 |
| Secondary | 22,626 | 804,111 |
| Special | 1,293 | 56,400 |
| • Total | 96,915 | 2,125,341 |

Source: telephone interviews

- 2.26 The different levels of sports volunteering in different types of school emanates from both differences in the average number of volunteers

contributing to sport, and differences in the average time they contribute, as shown in Table 2.12.

Table 2.12 Sports volunteering contributions in different types of school

| Type of school | Average number of volunteers per school | Average hours contributed per year per school |
|-------------------------------|---|---|
| Secondary state schools | 6.58 | 230.55 |
| Secondary independent schools | 0.2 | 1.6 |
| Primary state schools | 3.96 | 70.49 |
| Primary independent school | 1.71 | 13.71 |
| Special schools | 1.09 | 48.36 |

Source: telephone interviews

2.27 Comparison between the 2002 and 1995 estimates of sports volunteering in schools is, like other comparisons, qualified heavily by different methods. Nevertheless, the equivalent data is presented in Table 2.13. The evidence in the table suggests that there has been a marked increase in volunteering in schools, a trend that was not referred to by teachers in any of the telephone interviews. It is therefore very unlikely that volunteering in school sport has increased to such an extent. The apparent increase almost certainly has more to do with differences in methods. The 1995 data was derived from a postal survey of school sport in general, conducted for the DfEE, which did not refer to volunteering with transport to and from sports fixtures, or volunteering during school time; it was purely concerned with extra curricular sports volunteering. As such it underestimated volunteering in school sport.

Table 2.13 Comparisons of 1995 and 2002 estimates of sports volunteering in schools

| | 2002 | 1995 |
|---|-----------|-----------|
| % of primary schools with sports volunteers | 70 | 57 |
| % of secondary schools with sports volunteers | 55 | 36 |
| % of special schools with sports volunteers | 36 | 19 |
| | | |
| Total number of volunteers in primary schools | 72,276 | 33,098 |
| Total number of volunteers in secondary schools | 22,626 | 3,705 |
| Total number of volunteers in special schools | 1,293 | 1,094 |
| | | |
| Volunteer hours p.a. – primary schools | 1,264,830 | 2,323,480 |
| Volunteer hours p.a. – secondary schools | 804,111 | 202,293 |
| Volunteer hours p.a. – special schools | 56,400 | 51,199 |

Universities

- 2.28 Telephone interviews were conducted with representatives of 20 universities. To aggregate to the national level, the average number of volunteers per university and the average number of volunteer hours (p.a.) per university were calculated and multiplied by the total number of BUSA affiliated institutions in England (116).
- 2.29 Of the 17 universities who gave figures for the number of clubs, the average number of clubs is 47, the median is 33, and the range is 14 to 175. The average number of volunteers per club is 4.7, the median is 5.0 and there was less variety in responses to the number of volunteers per club than to the number of clubs. The average number of total volunteers and total hours per university is 157 volunteers devoting a total of 12,824 hours per annum.
- 2.30 Aggregating this up to all of England gives totals of 18,212 volunteers devoting 1,487,584 hours per annum to sport. University sports participation and volunteering is a potential area for further study, given the increasing proportion of young people in higher education; the importance of the experience for developing sports literacy and commitment; the significant

volunteering for sport that is undertaken in universities; and the potential importance of this age group as volunteers.

- 2.31 There is no comparison possible with 1995 because universities were not specifically researched in 1995.

FE colleges

- 2.32 Phase one telephone surveys were conducted with staff at 20 further education colleges. Only two colleges mentioned that staff volunteered to help with sport in terms of taking extra curricular activities on an unpaid basis – but this was not included as volunteering. Several colleges reported that paid staff members run all the sports sessions, although it is unclear if they were doing this in paid time.
- 2.33 Nine colleges mentioned that students did voluntary work as a requirement of taking community sports leadership awards or higher sports leadership awards. This cannot be regarded as volunteering as it is a requirement of an award associated with their course.
- 2.34 Thus in contrast to universities, at further education colleges there is not a culture or expectation of volunteering amongst the students. They are younger, 16-18 years old, and the colleges do not appear to see their role as developing volunteering opportunities for students.

Young persons organisations

- 2.35 Thirty-three interviews were conducted across 14 organisations. It is not easy to identify the proportion of a youth organisation's activity that involves sport. For example, a cadet force respondent said that, 'They virtually do no sport. They mainly do military exercises and adventure training, although 40% of their activities are of a physical nature'. Similarly the Scout Association reported that 'the programme is opportunities for young people – leaders are free to decide what they want to do – it doesn't follow a tight curriculum – therefore it is not easy to say how much time is devoted to sports'. Or the

Methodist Association of Youth Clubs: 'apart from the sports advisory group volunteers there are no volunteers in the clubs who have solely a sporting remit – it's much more generic – general youth working'.

- 2.36 While these organisations generally know how many formal voluntary leaders they have it is more difficult to estimate the number of volunteers who are not part of the formal structure of the organisation. For example, although Girlguiding UK has accurate records of the numbers of Guiders who have formally affiliated to the organisation through taking the Guide Promise, a survey of Guiders in 1997 showed that each Guide Unit had on average 0.7 helpers.
- 2.37 Information on sports participation was provided in terms of a percentage of total activity or as a number of hours per week, hours per weekend, or time per year. Where UK figures were provided for the number of volunteers, 70% was taken for England, on advice from the organisations. The total number of hours for organisations which were not able to estimate them (Army Cadet Force, Methodist Association of Youth Clubs, YMCA, National Association of Clubs for Young People) has been calculated by multiplying the total number of volunteers by the average hours per volunteer per annum from the other organisations (109). The results are in Table 2.14.
- 2.38 This estimate of volunteering for sport in young persons organisations compares with 1995 estimates of 233,389 volunteers and 11,617,709 hours. Again, it would be unwise to conclude that sports volunteering has increased in young persons organisations. The differences between the 2002 and 1995 estimates are more likely to be caused by improvements in method – e.g. in 1995 only half the organisations provided estimates; in 2002 all organisations provided volunteer numbers and all but four provided estimates of hours. They could also be affected by small changes in the estimated hours per volunteer by the telephone interview respondents, which when aggregated up to the totals of volunteers will lead to a significant change in total hours.

Table 2.14 Sports volunteering in young persons organisations

| <u>Young persons organisations</u> | <i>Volunteers</i> | <i>Hours</i> |
|--|-------------------|-------------------|
| The Guide Association | 79,668 | 1,434,024 |
| Scout Association | 70,000 | 9,580,200 |
| Sea Cadets | 9,800 | 747,319 |
| Air Training Corps | 7,000 | 2,086,000 |
| Combined Cadet Force | 0 | 0 |
| Army Cadet Force | 3,850 | 419,650 |
| St John's Ambulance | 3,750 | 90,000 |
| Methodist Association of Youth Clubs | 17,492 | 1,906,628 |
| YMCA | 2,829 | 308,361 |
| UK Youth | 31,500 | 1,324,512 |
| Girls Brigade | 3,479 | 43,835 |
| National Federation of Young Farmers Clubs | 4,204 | 21,192 |
| National Association of Clubs for Young People | 28,000 | 3,052,000 |
| Boys Brigade | 12,162 | 437,832 |
| • Total | 273,734 | 21,451,553 |

Source: telephone interviews

Disability organisations

2.39 All but one of the organisations investigated were national organisations, see Table 2.15, and all but one had a specific objective of promoting sport in general or a particular sport. Mencap Gateway is the only organisation which does not focus entirely on sport, 'Individual Gateway clubs are geared to the service users; therefore could be very sport oriented, or not at all'. Mencap currently have 450 Gateway Clubs in England, which typically meet once a week for 2-3 hours. Mencap estimate that 40% of this time would be devoted to sports or physical activities.

2.40 These estimates concentrate on larger organisations working in sport for the disabled. There are an unknown number of minor organisations for people with disabilities which will help provide sporting opportunities, so the estimates in Table 2.15 are not complete.

Table 2.15 Sports volunteering in disability organisations

| <u>Disability organisations</u> | <i>Volunteers</i> | <i>Hours</i> |
|--|-------------------|--------------|
| GB Wheelchair Rugby Association | 20 | 1,480 |
| British Wheelchair Sports Foundation | 225 | 4,500 |
| Mencap Gateway | 10,000 | 480,000 |
| British Deaf Sports Council | 12 | 1,368 |
| Cerebral Palsy Sport | 1,698 | 105,734 |
| British Blind Sport | 500 | 45,120 |
| Riding for the Disabled (England) | 10,640 | 1,969,195 |
| English Federation of Disability Sport | 68 | 600 |
| English Sports Association for People with Learning Disability | 86 | 21,108 |
| British Wheelchair Bowling Association | 10 | 312 |
| The Bristol Tennis Foundation | 88 | 3,608 |
| British Disabled Water-ski Association | 60 | 6,624* |
| <i>Total</i> | 23,407 | 2,639,649 |

Source: telephone interviews

* The total for BDWA is based on the average hours per week volunteering in the 11 other organisations.

- 2.41 For comparison, the 1995 estimates for nine of the largest disability sport organisations were 25,217 volunteers and 3,162,744 hours, both larger than the 2002 estimates, for fewer organisations. There are no major methodological qualifications to making comparisons between the 2002 and 1995 data in this sector, so it would seem that the scale of volunteering has reduced. This is borne out qualitatively by representatives of five of the organisations who claimed that the amount of volunteering had fallen in their organisations. In contrast to these, just two organisations suggested that volunteering had risen.

Major events

- 2.42 As well as incorporating volunteering for regular major events organised by NGBs, which are included in the estimates for these NGBs, the research focused on other international events and major national events where the NGBs took a lesser role. Fifteen such events were identified and the evidence for these is presented in Table 2.16.

- 2.43 For two of these events, British Open Squash and Henley Royal Regatta, direct responses from event organisers were not forthcoming. Average numbers of volunteers and hours from the most appropriate other events in the table were used to construct estimates for these two events.
- 2.44 The figures in Table 2.16 are dominated by the Manchester Commonwealth Games, which accounts for 40% of the volunteers in the table, and over 80% of the hours. Nevertheless, despite its conspicuous presence in volunteering for major events, the Commonwealth Games only represented 0.2% of the total number of volunteers in sport in England in 2002. Table 2.16 demonstrates the large range in event volunteering even at this international level - from 25 to 10,500 volunteers.
- 2.45 It is not appropriate to compare the totals in Table 2.16 with the estimates for major events in 1995, because the set of events is so completely different.

Table 2.16 Volunteering at major sports events in 2002

| <i>Event</i> | • Volun teers | • <i>Hour s</i> |
|---|------------------|---------------------|
| Manchester 2002 Commonwealth Games | 10,500 | 1,260,000 |
| The London Marathon | 6,000 | 48,056 |
| Network Q Rally of Great Britain | 2,060 | 69,720 |
| The Great North Run | 1,768 | 11,570 |
| The Open Championship (golf) | 910 | 18,200 |
| The Ryder Cup (golf) | 852 | 63,364 |
| Badminton Horse Trials | 700 | 4,900 |
| All England Open Badminton Championships | 550 | 14,350 |
| Weetabix Women's British Open (golf) | 120 | 7,200 |
| World Invitation Doubles Championships (squash) | 60 | 1,200 |
| World Karate Championships | 55 | 1,155 |
| International Tempest World Championships (sailing) | 26 | 810 |
| World Tchoukball Tournament | 25 | 2,260 |
| British Open Squash* | 1200 | 23,748 |
| Henley Royal Regatta* | 1200 | 23,748 |
| Total | 26,038 | 1,550,281 |

Source: telephone interviews

* Estimates for these two sports were made on the basis of average numbers of volunteers and hours at other appropriate events.

Conclusion

2.46 A combination of methods has allowed a description to be made of both the overall scale and value of volunteering in sport in England and the detailed components. These two dimensions to the estimates are not entirely compatible, because the method to identify the detailed components was restricted to formal volunteers acknowledged by relevant organisations. Nevertheless, the combined picture of volunteering that the two methods present demonstrates the extent and depth of volunteering for sport in England. It remains the bedrock of opportunity in many sports.

Chapter 3 Characteristics of Sports Volunteers

- 3.1 This chapter identifies the demographic and other characteristics of volunteers in sports organisations, using the national population survey results. It also makes selected comparisons of these national profiles with core, formal volunteers in sports clubs, derived from the focus groups' survey - at the start of each focus group interview, the volunteers were asked to fill in a questionnaire to provide individual information to complement the focus group findings.
- 3.2 The main dimensions to volunteers which are explored in this chapter are the demographic and socio-economic structure of sports volunteers (gender, age, dependent children, employment status, education); the volunteers' roles; their time volunteering. In addition the results from the national population survey gives a picture of sports volunteers' volunteering outside sport; the reasons why lapsed sports volunteers stopped volunteering; and the reasons why potential sports volunteers did not volunteer.

Demographic and socio-economic structures of volunteers

Gender

- 3.3 For all sports volunteers, sampled in the national population survey, 67% are male, 33% female, i.e. the sports volunteering rate for men is twice as high as that of women (see Table 2.3). This is different from volunteers in society generally - the 1997 National Survey of Volunteering suggests equal proportions of males and females volunteer.
- 3.4 Women are more likely than men to volunteer for school, and men are more likely than women to volunteer for sports clubs. These are the major differences apparent in Table 3.1.

Table 3.1 Gender differences in organisations volunteered for contributions

| <i>Type of organisation volunteered for</i> | <i>% of female sports volunteers</i> | <i>% of male sports volunteers</i> |
|--|--------------------------------------|------------------------------------|
| Sports club organised by members | 37 | 49 |
| Sports club organised through school | 25 | 14 |
| Youth organisation | 13 | 13 |
| National governing body of sport | 7 | 7 |
| Sports club organised through a college/university | 6 | 8 |
| Organisation focusing on a specific sports event | 4 | 6 |
| Disabled sports organisation | 5 | 2 |
| An informal group such as family or friends | 23 | 22 |
| Other | 17 | 16 |

Source: National population survey- 1255 respondents who are sports volunteers

Age

- 3.5 Table 3.2 shows that half of sports volunteers are under 35 years, and half 35 years or older. It is worth a reminder that the volunteering rate (sports volunteers as a percentage of the number in the sample) decreases with age (see Table 2.3).

Table 3.2 Age of sports volunteers

| <i>Age</i> | <i>% of all sports volunteers</i> | <i>% of focus groups respondents</i> |
|---------------|-----------------------------------|--------------------------------------|
| 16 – 19 years | 16 | 2 |
| 20 – 24 years | 12 | 1 |
| 25 – 34 years | 22 | 8 |
| 35 – 44 years | 21 | 29 |
| 45 – 59 years | 19 | 39 |
| 60 – 69 years | 10 | 15 |
| 70+ years | | 6 |

Sources: national population survey - 1255 respondents who are sports volunteers and focus groups survey - 308 sports club core volunteers

- 3.6 In comparison with all sports volunteers, Table 3.2 demonstrates that core, formal volunteers in clubs – those surveyed in the focus groups – are older, with just 11% under 35 years and 89% being 35 years and over. Key administrative volunteering roles also tend to be taken by volunteers who have been at the club a long time, perhaps not surprisingly. Of the chairs and

treasurers interviewed, over 60% had been volunteers for ten years or more. Of all the focus group participants, more than 40% had been with the same club for 10 years or more. The longevity of key volunteers provides continuity and experience to the role, but it may also constrain opportunities for younger volunteers. The prevalence of older volunteers in key roles could be the result of a shortage of younger volunteers for core roles in sports clubs; or an alternative interpretation is that older volunteers are for some reason preferred for core roles in sports clubs. The supply of younger volunteers more generally in sports clubs is reasonable, according to the national population survey - 42% of the volunteers at sports clubs are under the age of 35 years and 58% 35 years or over. Chapter 6 examines young people and volunteering in sport further (young people being defined in Chapter 6 as 16 to 24 years).

Dependent children

- 3.7 The national population survey results show that for sports volunteers the proportion with no dependent children is high, at 68%. This suggests that the parental motivation for volunteering in sport only affects a minority of volunteers. A direct question on reasons for starting volunteering in sport reveals that 17% started sports volunteering because their child(ren) took part. The reasons for starting volunteering in sport are examined further in Chapter 4.
- 3.8 For the 32% of sports volunteers with dependent children, most (69%) had their youngest child in the ages 5 to 15 years, which is the most likely ages for parents to be volunteering whilst their children participate at the club.

Employment status

- 3.9 Table 3.3 identifies the employment status first for all sports volunteers and for comparison for all sports club volunteers and finally the core, formal sports volunteers who were surveyed in the focus groups. Clearly the voluntary sports sector is reliant on a large proportion of volunteers (70%) who also have paid jobs. The proportion of volunteers who are retired rises sharply

when we focus on core, formal sports club volunteers, which is consistent with the age profiles reviewed above.

Table 3.3 Employment status of sports volunteers

| <i>Employment status</i> | <i>% of all sports volunteers</i> | <i>% of sports club volunteers</i> | <i>% of focus groups respondents</i> |
|-----------------------------|-----------------------------------|------------------------------------|--------------------------------------|
| Full-time employment | 56 | 62 | 60 |
| Part-time employment | 14 | 12 | 12 |
| Retired | 9 | 11 | 19 |
| Full-time education | 10 | 7 | 2 |
| Other non-working | 11 | 7 | 8 |

Sources: national population survey - 1255 respondents who are sports volunteers and focus groups survey - 308 sports club core volunteers

Education

- 3.10 For sports volunteers, according to the national population survey, 54% were educated to 17 years or above.

Volunteer roles

- 3.11 In the national population survey results it is evident that sports volunteers generally are multi-taskers, fulfilling a variety of roles (the national population survey did not ask for main role). The activities which volunteers have undertaken in the previous year are identified in Table 3.4. On average volunteers have fulfilled 4.65 of these different roles in the previous year.

Table 3.4 Activities which sports volunteers have undertaken in the previous year

| Activities undertaken in the previous year | <i>% of all sports volunteers</i> |
|--|-----------------------------------|
| Coached members of a sports organisation | 88 |
| Administrative role for sports organisation | 85 |
| Referee/umpire/official for match/competition | 82 |
| Raised funds for sports organisation | 75 |
| Other practical help, e.g. transport, steward, refreshments, helping with kit, first aid | 64 |
| Helped own children/relatives | 43 |
| Other activities | 28 |

Source: national population survey- 1255 respondents who are sports volunteers

Time spent volunteering at sports clubs

3.12 The distribution of annual hours of volunteering is identified in Table 3.5. A large percentage (43%) contributed less than 50 hours a year, reflecting the inclusion in the national population survey of informal sports volunteers and volunteers who are more peripheral to the activities of sports organisations. Not surprisingly, the core sports club volunteers in the focus group sample have a higher average annual hours than the national population survey figure.

Table 3.5 Annual hours of volunteering in sport

| <i>Annual total hours of volunteering</i> | <i>% of all sports volunteers</i> | <i>% of focus group respondents</i> |
|---|-----------------------------------|-------------------------------------|
| Less than 50 hours | 43 | 11 |
| 50 to < 100 hours | 13 | 19 |
| 100 to < 250 hours | 20 | 35 |
| 250 to < 500 hours | 11 | 17 |
| 500 to < 1000 hours | 8 | 14 |
| 1000 + hours | 5 | 4 |
| | | |
| Annual average hours per volunteer | 208 hours | 275 hours |

Sources: national population survey - 1255 respondents who are sports volunteers and focus groups survey - 308 sports club core volunteers

3.13 Table 3.6 identifies differences in the hours of volunteering in some of the different types of sports organisations identified in the national population survey. There is a higher level of longer hours volunteering in NGBs and sports clubs than events and informal volunteering, as would be expected.

Table 3.6 Annual hours of volunteering in different sports organisations

| <i>Annual total hours of volunteering</i> | <i>% of sports club volunteers</i> | <i>% of NGB volunteers</i> | <i>% of event volunteers</i> | <i>% of informal volunteers</i> |
|---|------------------------------------|----------------------------|------------------------------|---------------------------------|
| 50 hours or less | 41 | 41 | 56 | 44 |
| 51 to 100 hours | 14 | 13 | 14 | 17 |
| 101 to 200 hours | 18 | 12 | 9 | 17 |
| 201 + hours | 27 | 34 | 21 | 22 |

Source: national population survey - 1255 respondents who are sports volunteers

3.14 Because of the considerable multi-tasking of sports volunteers, the national population survey results cannot distinguish the differences in hours of volunteering between different roles, e.g. administrators, coaches, officials, etc. Nevertheless, the focus group survey asked core club volunteers what their main roles were and what hours they volunteered. The resulting evidence suggests that it is the coaches and treasurers who contribute the longest hours, with 28% of coaches and 24% of treasurers contributing between 500 and 1000 hours a year, compared with 14% for the sample as a whole. The relatively high proportion of retired volunteers in the focus group sample who were treasurers may account for them spending more time in this role. The roles with the lowest annual hours are match officials, team captains and committee members without officer functions – in all three cases three-quarters of these volunteers contribute less than 250 hours a year, or less than five hours a week.

Other considerations

Involvement in non-sports volunteering

3.15 Fifteen per cent of all sports volunteers also volunteer for non-sports causes/organisations, including 14% of sports club volunteers. This is a

higher percentage than for those who do not volunteer for sport, from which 10% volunteered for non-sports causes/organisations.

Lapsed volunteering

- 3.16 Of the respondents in the national population survey who did not volunteer for sport, 7% had volunteered for sport in the past. The reasons for stopping were varied but the principal ones are given in Table 3.7. Time, age and conflicting demands account for approximately seven out of every ten lapsed volunteers in sport.

Table 3.7 Main reasons for stopping volunteering in sport

| <i>Reason</i> | <i>% of those who had volunteered for sport in the past, but had stopped</i> |
|-----------------------------------|--|
| Did not have enough time to spare | 23 |
| Too old | 20 |
| Demands of job | 15 |
| Started a family | 10 |
| Children grew up | 10 |
| My help was no longer wanted | 8 |

Source: national population survey - 495 respondents who had previously volunteered in sport

- 3.17 The reason 'demands of job' is assumed to be interpreted as demands of their paid work, but it might be the case for some respondents that they interpreted this as demands of their volunteering.

11 Potential volunteers

- 3.18 Just over four per cent of the respondents in the national population survey did not volunteer for sport but had considered it. The main reasons for them deciding not to volunteer are provided in Table 3.8. Again the lack of time is the most common reason. It is disconcerting, however, that 14% of these potential volunteers were lost to sport because either they did not know about how to volunteer, or no one asked them.

Table 3.8 Main reasons for deciding not to volunteer in sport, having considered it

| <i>Reason</i> | <i>% of those who had volunteered for sport in the past, but had stopped</i> |
|--------------------------------------|--|
| Did not have enough time to spare | 45 |
| Demands of job | 18 |
| Started a family | 9 |
| Didn't know about how to go about it | 8 |
| No one asked me | 6 |

Source: national population survey – 364 respondents who were interested in sports volunteering but had not volunteered

Conclusions

- 3.19 Sports volunteering is dominated by males, making up two-thirds of the numbers. There is therefore an equity issue in sports volunteering to parallel a similar long-standing issue in sports participation.
- 3.20 Whilst all adult age groups are well represented in sports volunteering as a whole, for the core volunteer roles in sports clubs there is a considerable bias towards the over 35 years of age. The reasons for this are worth investigation – does it represent a preference for older people in core roles, or a constraint to younger people achieving such positions? Further analysis of relevance to this question is in Chapters 4 and 6.
- 3.21 Sports volunteering is reliant on people who have paid jobs to fulfil many of the roles – they make up 70% of sports volunteers. With an increasing ‘long hours’ problem in paid work, there is a potential problem in getting people with paid jobs to commit further time to volunteering in sport. Furthermore, ‘not enough time’ emerges as the major reason for sports volunteers stopping volunteering, and for potential sports volunteers not turning this potential into reality. Chapter 4 explores the problems of time further.
- 3.22 The hours of sports volunteering are typically not arduous –around 40% of volunteers contribute an average of one hour a week or less. However, many volunteers contribute longer hours and at the extreme around 5% of them

contribute an average of 20 hours a week or more. Whether this is by choice or necessity is an issue that is explored in Chapter 4.

- 3.23 A striking feature of volunteers in sport is that multi-tasking is typical – volunteers recall on average between four and five roles fulfilled in their sports volunteering in the previous year. This is particularly relevant to the management of volunteers, examined in Chapter 5, because any initiatives to increase formalisation and specialisation of key roles within voluntary sports organisations need to be flexible enough to preserve the ‘mucking in’ culture that pervades many of these organisations.

Chapter 4 Issues and Challenges to Volunteers in Sport

The research questions

- 4.1 The 1995 research found that the main problems facing volunteers included a shortage of volunteers; difficulty in recruiting new volunteers; and that the voluntary tasks were therefore being left to fewer people. Some clubs felt pressure towards 'professionalism' in terms of offering a better service to members, and this was possibly related to changing expectations of members towards 'pay and play' rather than volunteering. The overall impression was a sense that volunteers felt 'under siege' from a permutation of pressures. On the other hand, it was difficult to tell how much of this was a general pessimism; the type of comments volunteers were most likely to make in a focus group interview situation; or the extent to which it actually represented a change in the experience of volunteers. Were these pressures changing and becoming more significant?
- 4.2 The present research held focus group discussions in 51 clubs from 12 sports (athletics, badminton, bowls, cricket, football, gymnastics, hockey, netball, rugby union, sailing, swimming and tennis). First, though, the 308 participants in the focus groups completed a questionnaire, to quantify the problems facing volunteers. This sample of club volunteers is biased in favour of core volunteers in major roles. The main features of the sample structure are contained in Appendix 1. The quantitative results from this survey can be compared directly with results from 1995. However, the bulk of the research was qualitative, taking advantage of the opportunity to conduct more detailed discussions with club volunteers. This allowed the issues and challenges facing volunteers to be explored in greater depth. The qualitative results have not been structured to reflect the issues raised in 1995, but rather to reflect those arising out of the present research
- 4.3 It became apparent that in some respects the sample of focus group clubs in 2002 might have accentuated certain results. These clubs were from sports where both support from the National Governing Bodies (NGBs) and the influence of NGB initiatives might have been most developed. They may therefore demonstrate a more professional approach than the average club to

the organisation of their volunteers. In addition, the clubs were ones recommended by the NGBs and in some sports tended to be larger ones. Thus they were likely to have a more complex range of volunteer tasks and, again, to have taken on NGB (or Sport England) initiatives.

4.4 This chapter is structured by the following considerations:

- difficulties in the recruitment and use of volunteers in sport – the most commonly cited set of issues in the focus groups with club volunteers;
- issues arising from NGBs and Sport England initiatives and partnerships – another commonly cited set;
- other challenges to volunteers, as cited in the focus group interviews;

and

- volunteers' motivations – an essential context through which to understand and interpret the issues raised by volunteers in sport.

Difficulties in the recruitment and use of volunteers

Quantitative results

4.5 The individual questionnaires administered to focus group participants included a prompted question about which issues affected respondents' voluntary work for their club. Table 4.1 provides the results. The first column of data shows the percentage of respondents which identified each issue as affecting their voluntary work at the club. The second and third columns of data show the percentage of respondents which identified each issue as the most important and second most important, respectively.

4.6 Clearly it is difficulties with shortages of volunteers and consequent loading of work on current volunteers which are the major issues as far as sports club volunteers are concerned.

Table 4.1 Issues affected voluntary work for the club, 2002

| <i>Issues</i> | <i>Issues identified as affecting voluntary work</i> | <i>Most important issue</i> | <i>Second most important issue</i> |
|---|--|-----------------------------|------------------------------------|
| | Percentage of respondents | | |
| There are not enough other people willing to volunteer in the club. | 74 | 41 | 17 |
| Increasingly the work is left to fewer people | 65 | 16 | 28 |
| Your work as a volunteer in the club increasingly requires specialist skills | 28 | 6 | 5 |
| There is little time left after paid work. | 25 | 7 | 8 |
| Conflict with family commitments | 22 | 6 | 6 |
| The club is asking more of you because of pressures from other organisations. (e.g. national governing body, local authority) | 17 | 2 | 7 |
| Things could be better organised in the club so you feel your efforts are sometimes wasted. | 15 | 3 | 4 |
| You are not appreciated or thanked for your efforts for the club | 6 | 3 | 1 |
| Your children are no longer involved in the club, so you are less motivated | 4 | 0 | 0 |
| You have stopped playing the sport, so are less motivated | 2 | 2 | 1 |
| Other | 11 | 3 | 1 |

Source: sports club volunteers' focus group questionnaires, sample size 308

Comparisons with 1995

4.7 Similar questions were asked in the 1995 study, enabling a direct comparison, shown in Table 4.2. The comparison shows that where the same issue was prompted, its relative importance is consistent, and its overall importance is similar or increasing. The issue cited by most respondents in each study was the shortage of volunteers.

4.8 The main difficulty of interpreting the 1995 data was in deciding if the core club volunteers being surveyed were generally pessimists or if there were actually changes in the volunteering they were experiencing. Assuming a consistent degree of pessimism, it appears from Table 4.2 that problems of the work being left to a few people, the increasing need for specialist skills, little time after paid work, and conflict with family commitments, are all

becoming more important. This supports the notion of increasing pressures on volunteers in sport, which is elaborated in the final chapter to this report.

Table 4.2 Issues affected voluntary work for the club, 2002 and 1995

| Issues | <i>2002</i> | <i>1995</i> |
|--|-------------------------|-------------------------|
| | <i>% of respondents</i> | <i>% of respondents</i> |
| There are not enough other people willing to volunteer in the club. | 74 | 74 |
| Increasingly the work is left to fewer people | 65 | 55 |
| Your work as a volunteer in the club increasingly requires specialist skills | 30 | 23 |
| There is little time left after paid work. | 25 | 19 |
| Conflict with family commitments | 22 | 16 |
| The club is asking more of you because of pressures from other organisations (e.g. national governing body, local authority) | 17 | |
| Things could be better organised in the club so you feel your efforts are sometimes wasted | 15 | 16 |
| You are not appreciated or thanked for your efforts for the club | 6 | |
| Your children are no longer involved in the club, so you are less motivated | 4 | |
| You have stopped playing the sport, so are less motivated | 2 | |
| other | 11 | |

Sources: 2002 focus group questionnaires, sample size 308
1995 focus group questionnaires, sample size 353

Qualitative results

Changes in the number of volunteers

- 4.9 A mixed picture emerges from the primary research with sports organisations, in terms of changes in numbers of volunteers in sport. Out of all the sports covered in the telephone interviewing, 40% gave impressions of falling volunteer numbers in the last five years, whilst 40% gave impressions of increasing volunteer numbers. This picture includes 13 sports which gave examples of both decreases and increases – typically in these cases the NGBs gave an impression of decreasing numbers of volunteers in their sports, whilst individual clubs gave examples of increasing numbers of volunteers.
- 4.10 In responses from 20 universities: five respondents reported reductions in numbers volunteering for sport, whilst seven respondents reported increasing numbers volunteering. Out of 35 respondents from young persons

organisations, 19 indicated decreasing volunteer numbers, 8 indicated increases. Out of 10 disability organisations, five reported a decrease in volunteers, two reported an increase.

Volunteer recruitment – a mixed picture

- 4.11 In the telephone interviews, 34% of NGBs and 36% of clubs indicated volunteer recruitment difficulties. Examples include:
- “The biggest problem in our sport is recruitment – it’s a low impact /low awareness sport. That’s why we spend so much time on our web site, it’s our shop window.” (baseball club)
- “Recruiting volunteers is always difficult. Getting them to do anything, getting them motivated. It’s much easier to sit back and let others do it for you.”* (popular flying club)
- In the survey of local authorities the lack of volunteers and recruitment problems were the second most cited constraint to the development of voluntary sport –identified by 16 out of the 50 authorities surveyed.
- 4.12 However, in the majority of NGBs and clubs contacted through the telephone interviews, no problems with volunteer recruitment were indicated, so volunteer recruitment is by no means a universal issue in voluntary sport. It is often but not always the minority sports which suggest no volunteer recruitment problems. The telephone interviews gave an indication of the reasons for the lack of recruitment problems.
- “Usual arm twisting has to go on but no particular difficulties. We are not flooded with volunteers but we usually have enough.”* (croquet)
- “Active recruitment – getting out to people to tell them we need things done. We have an integrated approach to everyone being involved as much as possible.”* (dragon boat racing club)
- “Nobody really does the job under duress. They do it because they love it. They like to be involved on the inside rather than on the outside.”* (angling club)

- 4.13 Martial arts sports in particular did not experience volunteer recruitment problems, because of the structured way in which their participants progress through the sport and into volunteer instruction.

“You are not going to have significant problems retaining volunteers in the martial arts. To become an instructor you need to get a black belt. Therefore you must be very committed to your sport, you are not going to quit then,”
(jujitsu club)

“No difficulties. By the time they come to the point that they are able to help they have been with us 3-4 years, so they know the ropes and systems.” (tang soo do club)

In contrast, a constraint to the recruitment of volunteer coaches in many other sports is the lack of a step-by-step progression from general participation, starting with participation level certification.

The need for more volunteers

- 4.14 In the focus groups held with sports club volunteers, it was normal to acknowledge a need for more volunteers, possibly reflecting the fact that it was larger sports in which focus groups were held. Clubs in ten of the 12 sports sampled for these focus groups cited shortages in volunteers. Some clubs in only three sports (bowls, football, rugby) suggested they had enough volunteers. Particular volunteer functions identified as needing more volunteers included team captains/managers, fixture secretaries, fundraising, umpires and coaches.

“Umpiring is a very unloved position, over the last 3 years it has got a lot worse. I’ve spoken to a lot of people who have said they have stopped because of the abuse they were getting. You used to be able to umpire matches at your own club, but the county stopped doing that and said you had to umpire at somebody else’s club. And umpires don’t want to do that, they don’t get the camaraderie, no one talks to them afterwards.” (hockey club)

Increased workloads

- 4.15 Respondents in 69% of the sports covered in the telephone interviews reported increased time inputs from their volunteers. In a substantial proportion of these an increased workload was a factor, rather than just a

shortage of volunteers. This was particularly the case with middle level volunteers, i.e. in counties and regions.

“More and more paperwork is coming through. Development side is increasing. Red tape is kicking in e.g. child protection and health & safety,”
(athletics middle level volunteer)

- 4.16 Furthermore, these middle level volunteers point to a number of causes for the increased workload, including growth in their sports, more bureaucracy, sports initiatives, links with schools, bids for funds, production of strategies and generally more professionalisation.

“1.Provision of improved service. 2. Opportunities in response to Sport England initiatives like Awards for All, and Active programmes like schools, communities. 3. Fighting the adverse effects of exclusion from Active Sports by representation on all available county sports bodies. 4. Increased co-ordination between sporting bodies within the county e.g. Sports Partnership, County Club and Coach Development Working Party, Schools Community Liaison Forum.” (badminton middle level volunteer)

- 4.17 Clubs in 11 of the 12 focus group sports pointed to an increase in workload for their volunteers. This increase is caused by a variety of factors, including what is seen as increased bureaucracy, particularly from National Governing Body (NGB) procedures and initiatives (examined later in this chapter); other external initiatives; child protection; health and safety; risk assessments; financial administration, particularly raising money; use of IT; and development of new activities/competitions (e.g. juniors, veterans, events).

Perceived and actual demands of key committee posts act as a deterrent

- 4.18 Volunteers in nine of the twelve focus group sports felt that either certain core volunteer roles were perceived by potential volunteers as too demanding (athletics, badminton, sailing, swimming, tennis), or there was a more fundamental fear or inability by potential volunteers to commit on the regular basis required to fulfil these roles (athletics, badminton, bowls, football, hockey, netball). The fact that focus groups in all but one of the 12 sports sampled acknowledged an increase in workload, and all but one of these

identified a need for more volunteers, demonstrates a strong root to these perceptions by potential volunteers. The increasing complexity of the tasks volunteers do and the increasing time they contribute has made it harder to recruit new volunteers.

- 4.19 The increasing complexity of volunteers' work affects volunteers at the middle levels of sport as well as at club level.

"Gone up a lot. I used to work full time and now I've taken on more positions. The county team manager work has definitely gone up – the job description has doubled. Netball is getting more professional and with that comes more things to do. We have been involved with a lottery project with the council and Active Sports is just about to start. This will bring in more work again." (netball middle volunteer)

Difficulty filling the main committee roles, volunteers getting older, volunteers taking on more roles

- 4.20 It is harder to recruit to key volunteer roles than ones that require little commitment and skills. Focus groups in three sports, badminton, cricket and sailing, suggested it was relatively easy to get casual/occasional volunteers. However, these were among the eight sports with clubs which identified an ageing core of key volunteers, a finding matched by quantitative evidence in Chapter 3 (Table 3.2).

"There aren't enough volunteers in the true sense of the word. There are lots and lots of people who if they are there and you ask them to do something then they will do it. If you don't want any commitment ... then there are loads of people who will volunteer. But when you get involved with us lot (the committee and regular volunteers) it's a different matter. It's the organisers who have to put up with the ridiculous demands of peoples' expectations, outside bodies, regulations." (athletics club)

- 4.21 Again in athletics, the number of volunteers has not kept pace with the amount of work partly because:

"the nature of the additional work means that it isn't an easily identifiable package that somebody could necessarily take up, so the work is subsumed

into the roles that people have traditionally done and of course it has to go on some time before you realise the total effect of it" (athletics club)

- 4.22 In some badminton and sailing clubs it was recognised that the volunteer shortage and workload meant that development activity suffered:
"The biggest problem is that when we get fewer volunteers we just concentrate on the essentials which is basically just getting the money in and getting people on court, on time. So the development aspects just go completely by the board." (badminton club)
- 4.23 Badminton clubs tend to share players and, it seems, volunteers: *"At one time I was Secretary of (this club) and Secretary of another club as well. It got too much though."*

An ageing core of volunteers

- 4.24 Another issue related to the shortage of volunteers in sports clubs was identified in clubs in 8 of the 12 sports' focus groups – i.e. a low turnover of core volunteers, which leads to these core volunteers being older (see paragraph 3.6 above). An ageing volunteer force was also identified in 38% of the sports in the telephone interviews. An extreme case was a swimming club. At 89 years of age a former club secretary was asked to return to take up her previous position because of the shortage of volunteers at committee level.
"(the secretary) was pensioned off from the club 8 years ago because we wanted her to have an easier life than she was having but now she's back. It wasn't because she was knocking on the door saying 'I want to be Secretary again' but because I had to go to her and say 'I don't have a Secretary and you are this fountain of knowledge and nobody else wants the job'."
(swimming club)
- 4.25 At the same club, other recruitment difficulties were apparent:
"At each AGM for two years prior to resigning the Treasurer declared his intention to resign the following year but nobody came forward. What we wanted was for someone to come from the membership but instead our then

Health and Safety Officer took the Treasurer's post leaving Health and Safety vacant"

Fewer people taking on more tasks

- 4.26 Focus groups in five sports (badminton, cricket, hockey, netball and swimming) revealed that multi-tasking and merging key positions were common tactics to overcome recruitment difficulties. Multi-tasking is a common practice in voluntary sports organisations, as identified by the national population survey (see paragraph 3.11). However, it adds to the workload of the key volunteers.

"If you came 10 or 12 years ago I think every club in the district would have had far more volunteers. Jobs tend to get amalgamated as you get fewer and fewer volunteers." (badminton club)

- 4.27 These considerations illustrate a dangerous downward spiral in that certain key volunteers expand the role they take, because of their own enthusiasm and expertise, or because they take over other roles because it is easier to do this than recruit new volunteers, or because they perceive it impossible to recruit new volunteers. The role to be replaced is then defined by what the existing or last post-holder did, rather than with reference to what the club actually needs. Thus it becomes even harder to find a replacement for individuals. If the roles individuals had created around themselves were broken down again it might be easier to find new volunteers to fill them.

Skill requirements

- 4.28 Increasing complexity of tasks may need more volunteers and volunteers with additional skills. Skills, however, are always needed for some voluntary roles and it takes time to develop them:

"Some of the skills that we have to achieve and the level of competence needed to become a sailing instructor means that you rarely get a sailing instructor as a new member. For example I came in and was taught to sail, went on several courses and gradually came through to be an instructor. So I was a member for some time before I became of use to the club and began to train others. You can't put someone on there who doesn't know what they are doing." (sailing club)

Attitude changes, by members and parents

- 4.29 Focus groups at clubs in eight of the 12 sports (athletics, badminton, cricket, gymnastics, netball, sailing, swimming, tennis) raised the issue of changing attitudes to volunteering by either members or parents of junior members. The more critical discussants pointed to a 'pay and play' mentality increasingly apparent among members, and a 'childminding' attitude by parents who drop their children off at the club and pick them up after the activity. In both cases members and parents with these attitudes are very unlikely to volunteer for the club.

"Just as there are certain characters who will always volunteer, there are those characters that will not volunteer and if this club folds they will go and pay their money elsewhere." (sailing club)

"In the 1980s the club was a different style of club and the people had more time for it. The people were more dedicated to badminton and the club's purpose. Now in the 2000s people are busier, there are more distractions, they are less dedicated to their club and more willing to walk away, move to another club or stop playing badminton. So the relationship between the club and its members has changed and we (the club) have had to change to accommodate that" (badminton club).

- 4.30 As well as the 'pay and play' attitude, another which is possibly hindering volunteer recruitment is increasing expectations of clubs by their members. *"I think the trend now is to be critical of 'officials' which in a sport with no professional officers does not encourage those who do volunteer. The attitude of competitors seems to be changing so that an amateur organisation (and the attendant mistakes) is not acceptable. The lack of praise etc for officials does not encourage retention. Consequently, as an association but also at club level there is a marked decrease in the number of volunteers to share the workload"* (orienteering middle level volunteer)
- 4.31 The child-minding accusation aimed at parents of young participants is particularly strong in several sports.

“Parents drop them off and go, sometimes you feel like a glorified child minder.” (gymnastics club)

“Recruiting volunteers is always a difficult area. We have parents who drop off their kids and sit in the car and read the paper.” (baseball club)

4.32 On the other hand, parents are important recruitment sources for many clubs and many volunteers start because of their child’s participation. In the national population survey results the most commonly cited reason for starting volunteering, by 17% of the respondents, was because of their children’s activities. In swimming, parents tend to come along and watch and then ‘get involved’ rather than sit on the sidelines. This is particularly the case for parents who live some distance from the club, as there isn’t time for them to go home and come back over the training session.

4.33 There is an acknowledgement in the swimming clubs’ focus groups of the reasons parents do not volunteer:

- Life pressures: *“The training times are a quarter past four until half past seven. If you are working full time then it is a lot of time to be sitting down here doing nothing; you can go home, you can do your ironing, you can do other things and then come back and collect your swimmer”*
- Lack of time: more families now have two working parents; some people just cannot commit the time required or cannot commit regularly.
- Lack of understanding: parents do not realise the extent to which the club is reliant on volunteers. *“If the swimmer has joined the club recently the parents may not actually know that volunteers are required. So for some parents they perhaps don’t know that anyone can go along and help out or that their help is needed”*
- Lack of awareness: people may not know that there are vacancies for volunteers. *“People still don’t appreciate how many people it takes to run an official competition and some of the jobs are so simple”*
- Perception that the club is run by paid professionals: *“I didn’t know volunteering in sport existed. I knew you could volunteer for charities but not for the club”* (young participant)
- Helplessness/“What could I do/offer”? People think that volunteering is too difficult or that they don’t have the necessary skills: *“The first time someone*

asked me to volunteer I thought 'oh God' because it all looks very complicated when you're watching a gala especially if you've never been to one before"

- Parents may have another child that does not swim and is too young to leave on their own or bring to the pool for such a length of time. Additionally, parents may have other children that are involved in other sports.
- Parents have more leisure choices and are more active in their leisure time leaving less time for volunteering.
- Fear of ending up on the committee.
- The demands of a child's training schedule may preclude the parent(s) from volunteering: *"I think they feel that they pay quite a lot to train here. The fees aren't all that small and it's quite a commitment for a family to have a swimmer especially once they start morning training. Today, several of us were up at 4.45am to get our children to morning training and they're back here again for training in the evening several times a week and we pay for the privilege. So to ask parents in a similar situation to sign up to volunteer is a big demand and parents shouldn't be made to feel guilty for not volunteering"*

4.34 Therefore, on the one hand, parents not volunteering can be criticised by volunteers as not engaging in the culture of voluntary sector sport but instead using the club as a service delivery organisation. On the other hand, however, given the volunteer's understanding of the general barriers to involvement, they appreciate that for some parents this may not be reasonable to ask.

4.35 This may vary between sports and clubs. In some clubs a volunteer culture was promoted more strongly in that it was made clear to parents from the outset that voluntary involvement was expected. In some sports it may be easier to find simple roles for the initial volunteer. An example of this was rugby union, where clubs with junior teams found that parents were the major source of volunteers:

"We certainly haven't had a coach to my knowledge who hasn't had a child in one of the age groups,"

“We’ve always got new people starting -with kids from 5 years. We advertise to get the kids involved and, with the kids involved, comes the parents. That’s our main source of volunteers.”

The importance of parents becoming volunteers in rugby was such that in one club without junior teams, this was seen as a reason for the lack of volunteers.

Formalisation and payment for work

- 4.36 In the focus groups, clubs in five of the twelve sports (badminton, football, rugby, sailing, tennis) identified increased formalisation of and payment for volunteer roles as an important issue. This issue, however, was only raised in a small minority of the telephone interviews with a wider set of sports.

Formalisation, although it does not involve direct payment, is a step towards it by requiring minimum standards for certain roles, particularly coaching. This could be seen as a threat to voluntarism, particularly the first stages of volunteering.

“gone are the days when you can be just a keen parent. You start off with that requirement but you have to do the regulations nowadays – child protection before you go anywhere near a child, first aid, level 1 coaching course. You can’t just be a keen parent.” (football club)

“In years gone by we used to use parents to coach children. We wouldn’t even contemplate that now. We employ a coach who has to be qualified by the BAofE otherwise we wouldn’t employ her; we wouldn’t be allowed to employ her. The BAofE dictate that because we are affiliated; if we employ a coach it has to be a registered coach”. (badminton club)

- 4.37 Professionalism in the form of paying for previously voluntary tasks, causes a juxtaposition of paid staff and volunteers within sports and possibly within clubs. It has the potential to undermine a volunteering ethos, although it can also reduce the burden on volunteers. Gymnastics is a sport where considerable mention was made in the focus groups of paid coaches in clubs. In one club:

“all coaches are paid once they are qualified, until they are qualified they are classed as volunteers; currently got 9 voluntary coaches doing 6 hours per week, 20 paid coaches, coming up to 400 members.”

- 4.38 Volunteering in such cases is seen as a route to experience and paid work. It would be interesting to know if this use of paid coaches was a recent development, if it had displaced volunteers, and how it has affected the attitudes of long standing, non-coaching volunteers. The latter help to maintain the structure of the club and thus provide the opportunities for young people to gain coaching qualifications and subsequently be paid for using them. There was no indication of a problem with this structure in gymnastics clubs.
- 4.39 One swimming club secretary explained the pressures to use paid staff:
“Whilst swimming is still classed as an amateur sport the governing body is forcing the clubs to become more professional. A more professional attitude is good but clubs cannot fund all that is expected of them. Because of the increased workload expected of the clubs, many are going to have to look towards paying an administrator to cover the most time-consuming of positions. This can have a detrimental effect however, as who will stand as a volunteer alongside someone who is being paid to do virtually the same thing.”
- 4.40 An influx of professional staff is associated with allocating more resources to win in competitive sport, and particularly those staff paid through the World Class Performance programme. For sports receiving this funding, such as rowing, it represented the largest single source of external income, thus it was likely to lead development.
- 4.41 Professional staff were also apparent in schools competing for pupils, especially fee paying schools. In one primary independent school, the use of paid coaches was explicitly a response to parents’ demand for top quality coaching to compete favourably with other schools:
“In the past a lot was done by keen amateurs, now more of a push to have a professional job done by professionals’ We buy in high profile coaches who are often ex-players. You’ll find that a lot of schools in the private system are the same. Finding now that we buy in more and more expertise – which is what parents are demanding.”

4.42 In the survey of local authorities five interviewees expressed concern about the long term effects of national initiatives that appear to encourage and promote the paying of coaches and instructors, particularly initiatives such as Sport England's Active Sports Programme and the 'Awards for All' National Lottery fund that Sport England administers. A concern is that Sport England are sending out 'mixed messages', in that the VIP advocates all things voluntary and yet via Awards for All, Sport England are encouraging clubs to apply for grants to pay for coaching.

4.43 All five agreed that initiatives such as these were increasing the expectancy and familiarity of payment, which could have serious repercussions for the voluntary sports sector.

"The professional approach is more prevalent. People expect or hope to be paid. Getting people involved is becoming increasingly difficult. People see us connected to Active Sports, they see paid professionals, they expect it to be the same for their jobs."

"More coaches expect to get paid, Active Communities and Active Sports programmes encourage that. Personally I don't think it's sustainable. I coach 4 times a week at a swimming club and there's no way we could pay our coaches. At the moment on the Active Sports programme tennis and cricket coaches are getting paid £15 per hour. It's not sustainable."

4.44 Whilst these observations above represent a small consensus, one sports development officer observed that we need more paid workers; but an argument for how this can be made sustainable beyond lottery funding has not yet been tabled.

"We see sport in this country as a voluntary thing rather than a professional thing. If we had more paid sports workers we would have a better sporting infrastructure."

4.45 Two observations made by sports development officers in two local authorities perhaps indicate that voluntary sports clubs aren't as concerned about funding and paying coaches as feared. Representatives of voluntary sports clubs at a meeting of a local Sports Partnership, when asked what were the main issues they faced, apparently came back and simply said 'we just need more

volunteers, we need more help recruiting volunteers and holding onto them'. The sports development officer for this authority observed that 'most people accept that Lottery money is drying up and money is now hard to come by. Clubs accept this so it isn't a major issue.'

- 4.46 The issue of professionalism is particularly relevant to coaching. The culture of paying for coaching will be developed by initiatives such as the Community Sports Coaching Scheme, through which it is proposed to pay 750 community coaches nationally.

Issues arising from NGBs and Sport England initiatives and partnerships

- 4.47 Of those telephone interviews and focus groups in sports clubs which identified increasing workload as an issue, one of the most commonly cited reasons for this was increased bureaucracy caused by more stringent NGB procedures – identified by focus group clubs in athletics, football, gymnastics, hockey, netball, rugby, swimming and tennis – although clubs may not recognise that such requirements may not be started by NGBs but by government or Sport England. However, the root to such pressure is often acknowledged to be a drive for greater professionalism - in the sense of doing the work professionally, not necessarily for pay. This quest for professionalism in procedures emanates the whole structure of voluntary sport.

At NGB level

- 4.48 At club and middle levels the impacts of NGB or Sport England policies tend to be seen as directives, rather than as 'take it or leave it' partnership offers. At NGB level the impact on volunteers depends on the combination of volunteers and paid staff in any one NGB and there is still some resentment at external pressure:

"The main factor is all the interference that goes on from above, at government level. Have to comply with this, that and the other, there is too much political correctness – equal opportunities, racial equality ... People in

clubs are not racist but they don't want to have to develop plans. Bureaucracy is killing sport.” (Bowls NGB)

4.49 In large NGBs, such as the Rugby Football Union or the Football Association, paid staff will be concerned to meet the conditions of partnerships. In small NGBs it will be volunteers, or perhaps ‘semi-volunteers’, staff who are paid, but a small amount in relation to the time they contribute. Where the same conditions apply to all NGBs, for example, those associated with exchequer funding of producing a four year plan, child protection policies and equity policies, they will fall disproportionately on volunteers in the smaller NGBs (Nichols, 2003). In Table 2.8, 25 out of the 88 sports surveyed had less than 20 volunteers contributing at NGB level.

4.50 However, in some sports, reorganisation at national level is claimed to have reduced the work of volunteers. In sailing:
“I believe the amount of time spent by volunteers on RYA work has gone down, we have, for instance, reduced the number of meetings. RYA is relying less on volunteers – ‘partly because funding has enabled us to recruit paid staff with expertise, partly because you can’t get volunteers with the skills and the time.”(Royal Yachting Association)

4.51 The ability to exchange volunteers for paid staff at NGB level must depend on the finances of the NGB, but there may well be a general potential to rationalise the time volunteers give. A few NGBs reported a reduction in meetings or a slimming down of committees.

4.52 World Class Performance funding can be considerable but sports in receipt of it, such as rowing or orienteering were concerned that the staff it supported were Lottery dependent.

“Lottery funding of our squads has certainly meant more paid help. There are still volunteers helping at the fringes but the brunt of the organisational activity is done by paid staff. The danger is that if for some reason this funding is withdrawn then there would be no suitably experienced volunteers to carry on the work” (orienteering NGB)

At middle level (counties and regions)

- 4.53 It is noticeable that of the many telephone interviewees who reported an increasing workload, nearly three-quarters were from the middle level of volunteering. Initiatives instigated by Sport England and the NGBs feed down to middle level volunteers and are often seen as causes of additional work. For example, in rowing:
- regarding devolution of administration from national level: *“One of the big areas is safety, we are looking to improve appeals procedures. We’re building quite time consuming procedures. The ARA has a policy of devolving more down to the regions because they know what is going on.”*
 - regarding National Lottery fund applications passed through Sport England, developing a water safety code and a child protection code: *“in order to get Sport England grants you have to have a forward plan, strategy plan and a business plan’.*
- 4.54 In athletics all six middle level volunteers who took part in the telephone interviews reported an increase in the time they devote to athletics. *“Bureaucracy – there’s a lot of it. There’s a professional structure that wasn’t there before. Get it from Sport England and UK Athletics. It impinges on us and the clubs.”* (athletics middle level volunteer)
- 4.55 In cricket, three out of the four middle level volunteers who took part in the telephone interviews felt that they had to give more time in recent times. Reasons for this were the need to set up a new county cricket board in the wake of setting up the ECB (the ECB was restructured in 1997); involvement in lottery bids; involvement in school clubs; new initiatives; and the production of the five year strategy.
- 4.56 In netball: *“(We have) taken on more things as a county. A lot of the development work has been taken on which used to be done by the schools. Development plans etc had to be put together to get funding – never used to. There are also a lot of AENA initiatives,”* (County Chairman, Netball)

- 4.57 Thus one set of pressures on middle level volunteers comes from their own NGBs and another from Sport England initiatives (but usually still through their NGBs). It seems likely that the more well developed the NGB initiatives were and the more partnerships there were with conditions attached, the more work there would be for middle level volunteers.
- 4.58 Those in rugby union suspected this was the case. All the county level volunteers reported an increase in work - one estimated 25% over 3 years. The main reason was the RFU making greater demands and there were different opinions on this.
- “RFU pushing more stuff down. Huge paid staff at Twickenham are excellent at pushing work downwards. However, it is better than it was a few years ago. They email much more of it nowadays, and it’s easier to forward it.”*
- “The more professional the RFU get the more they want to do. They seem to be inventing roles for themselves at that level and they come to us for answers.”*
- 4.59 However, these perceptions are not shared by the club volunteers (see below), who are more inclined to acknowledge that the RFU initiatives were helpful. The RFU has 250 permanent paid staff, one of the largest of all NGBs. It has many well developed policies and initiatives and is involved in several partnerships, not only with Sport England. There may be an imbalance between the capacity for the paid staff to instigate these, and the volunteers at the next level down to deliver them. On the other hand, in major sports such as rugby union and cricket, there has also been an increase in paid staff at regional level to act as development officers, offering more support to middle level volunteers.
- 4.60 This was illustrated in tennis where of the four county level volunteers interviewed, one had experienced an increase in work due to the introduction of new LTA initiatives, supporting clubs, and new player programmes. However, three had experienced a reduction in hours due to the introduction of new paid county level staff. These included coaches, managers, and administrators. This reduced the workload for the county level volunteers.

At club level

- 4.61 The impact of NGB or Sport England initiatives filter down to club level. An example is athletics, where there has been an increased workload from UK Athletics Club Futures programme, renewal of coaching licences every 2-3 years instead of lasting for life, child protection, risk assessment and general administration to organise events, more external initiatives to respond to particularly funding opportunities, liaising with external bodies e.g. local authorities, regional level initiatives - particularly registration schemes. *"Like a lot of amateur sports clubs we have certain privileges in relation to rates, for example. Now though we have to justify that and fill forms in which cover a whole range of aspects to do with race etc. So there's a lot more data collection, collation and submission than there was 10 years ago and it's not just from the NGB but also Sport England and others"* (athletics club)
- 4.62 In gymnastics, all four clubs with which focus groups were held reported more administration from the British Amateur Gymnastics Association (BAGA). This included more detailed accident reports and police checks for the coaches. One of the clubs has ignored the detail now required on accident forms. One reported that they are required to have more coaches for smaller groups and that each club now needs a qualified judge. Again these requirements stem from BAGA. The judging course takes 4 weekends and costs £120. This is a big commitment.
- 4.63 In netball three clubs mentioned the NGB's new scheme of accreditation. This requires all clubs to apply for a level of accreditation, from bronze to gold. The clubs expect their level of accreditation to affect whether they are allowed to run a junior side and the types of funding they can apply for. At present two of the clubs think they could get a bronze cap without too much effort, but a higher level would require a lot of work. The opinion in one club is that AENA 'are living in cloud cuckoo land'. The chair at one club thinks that an administrator would need to spend c20 hours a week to keep all the paperwork up to date. *"Too much paper work and new initiatives, which mean a lot of effort for little funding."* (netball club)

4.64 In some sports, clubs had been obliged to take part in club accreditation schemes, developed from the generic Sport England Clubmark. In two swimming club focus groups, for example:

"The whole committee is doing ours [Swim 21 accreditation] in sections now but I did all the first two years of it myself. I didn't know anything about it. It was a case of ringing everybody up; I had to find out about it for myself as it wasn't just laid out for me. I used to ring the ASA up, I used to speak to other clubs, I went to meetings all over the country to find out about it. We've been at it for at least three years and I don't want to do it anymore."

"A lot of the money that is going into sport is creating more pressure on volunteers which I rather resent. We've had to change our entire constitution to conform to the requirements of Swim 21 and that has been a huge job for me and the chief coach. As far as I can see, the only benefits of us having Swim 21 are funding related, that is we will be considered if we apply but it's still not guaranteed"

4.65 On the other hand, there were instances, although fewer, where clubs reported a decline in work due to changed procedures of the NGBs. For example, a badminton club reported a simplified county registration system. Badminton players often play for teams in several clubs i.e. singles in one club, doubles in another, mixed doubles in a further club. Previously, every club that a player played for had to register that player with the county association. This potentially meant that the same player could be registered three times. Now however, a player only has to be registered once with the county no matter how many clubs they play for. So this has reduced the registration work of clubs in the county.

4.66 Similarly in rugby union, clubs reported that the RFU have relaxed their stance on an aspect of player registration. If a player is not registered for another club then you can do not have to wait until the player is registered before you can play him/her. Prior to this if an unregistered player represented the club points were deducted and a fine imposed. This will inevitably save volunteers time and trouble – easier to field a team, less administrative work, less pressure.

4.67 As noted above, as one of the most developed NGBs the RFU has generated a large amount of initiatives which volunteers will need to deal with. However, at club level the response to these, and acknowledgement of NGB support, was one of the most favourable. All four rugby union clubs with which focus groups were held reported an increase in the amount of work being done and three of the clubs pointed to an increase in administration work as a result of RFU initiatives. However, these clubs understood the need for these initiatives and were positive about the progress the RFU has made in the community rugby sphere.

“The RFU have got their act together on community rugby over the last 2 years. They have an excellent community rugby section on their web site and they produce good brochures. As a volunteer to have something which is a set of standards means that whatever task you’ve got you have something you can refer to, which means you’re not having to re-invent the wheel every time e.g. getting a child protection policy together.”

“The RFU are definitely doing some good things. They help us out a lot.”

4.68 A major contrast with the 1995 research is the lack of reference by clubs to the National Lottery, i.e. the need to meet its funding conditions and the complex process of application. In the previous research the process of applying to this was a major concern of volunteers. Either they are confident that they can make applications now, or it is no longer a pertinent issue as they have given up applying, e.g. because of restricted funds.

A tension between supporting volunteers and imposing work on them

4.69 In some cases there was a sense of tension between club volunteers and the NGB, and/or Sport England, which contributed to the difficulty in obtaining responses for this study. For example:

“I find it irksome that those of you doing studies on volunteers in sport expect us to give up even more time in participating in the same.” (club volunteer)

“Rather than them generating forms for us to fill in, they could generate some information that would be useful in attracting volunteers to clubs.”(club volunteer)

4.70 The general pressures on volunteers means that any additional task imposed by the NGB or Sport England, or even this research project, stands a fair chance of generating an adverse reaction. This emphasises the need for the NGBs and Sport England to be very careful in selling to volunteers any initiatives which are designed to help them. It may be easier for the NGBs to offer support to clubs, as at least they are perceived as sharing an aim of promoting the same sport.

4.71 Policy objectives of local government will also be fed directly to clubs, and may be a condition of support or funding. For example, a swimming club was asked by the local authority to help target the young socially and economically disadvantaged of the city but the Chairman is sceptical of the club's ability to help or whether it is appropriate to help:

"At the end of the day we are a competitive swimming club. We are not a community or social group. We are not here to look after [the disadvantaged], although we will help where we can we are not in a position to arrange transport [from disadvantaged areas], we are not in a position to reduce their fees. We will train people that want to train but we cannot be used as a social service organisation".

Other challenges to volunteers

Growth in membership and activities

4.72 The most commonly cited reasons for increased workload by respondents in the telephone survey were positive - i.e. increasing numbers of members (12 sports) and new activities such as juniors, females, veterans, events (11 sports) - as opposed to negative reasons such as increased bureaucracy or shortage of volunteers

4.73 In some sports, or individual clubs, focus groups discussed pressures arising from an increase in the number of players, teams and competitions (football, gymnastics, netball, sailing, swimming, tennis). For example, three of the four gymnastic clubs in the focus groups reported an increase in coaching due to either more young people or more complicated training. At one, there has

been an increase in the number of groups, as they are trying to progress the children to a higher level. As the standard goes up, the coaches have to keep up with this and progress as well. At a second they have increased the number of pieces gymnasts do from two to four, so they now have a wider range of gymnasts at different levels. At the third, the county has introduced an under-8s competition, so they now have an under-8s team, who need a coach.

- 4.74 One would expect any club which experiences an increase in members to also experience an increase in work for its volunteers, as there is a lag between the increase in members and that in volunteers. However, this lag might become more pronounced if it is becoming more difficult to recruit volunteers to the positions requiring greater commitment or skills. The focus group sports had mixed experience in this respect, with football and gymnastics clubs generally responding well to increasing demand for volunteers, and swimming and tennis clubs struggling to achieve the required expansion of volunteers.

Bidding for funds and managing them

- 4.75 Pressures to gain external funding were mentioned by focus groups at clubs in athletics, cricket, football, hockey, netball, rugby, and sailing. All four sailing clubs interviewed have sought or are seeking funding and cited it as an extra pressure.

"If it wasn't for external funding I question whether the club would be here now. The marina wouldn't be here. We wouldn't have the cruising boats. There wouldn't have been the Dutch visitors (important source of income) coming because there would be nowhere to put them and the whole thing would have gone spiralling down hill and there would had to have been some very radical changes to the club." (sailing club)

- 4.76 Several clubs in the badminton, swimming and tennis focus groups reported an increase in either the size of the cash flows that had to be managed, or the complexity of them, putting greater demands on treasurers. A badminton club reported its finances have become more complex because of the club's increase in membership and revenue. It no longer just involves handling petty

cash but spreadsheets: “*Can’t do it on the back of an envelope*”. Due to having more players, more courts need to be booked at a different facility. The club is not permitted to block book far in advance and instead has to book every week which creates uncertainty.

- 4.77 Three of the focus group cricket clubs had put in Lottery bids. The two unsuccessful teams wanted more help and feedback with filling in these forms. One club felt they needed a volunteer with expertise in this area. A second said that they are aware of the advice available, e.g. from the local authority, but getting hold of it is difficult.
- 4.78 Clubs did not mention the skills required to adopt charitable status, although this is an issue some NGBs have developed guidance on. For example, the ARA has produced good practice guidance based on the experience of one rowing club. In general NGBs would much prefer mandatory rate relief to charitable status.

The use of IT

- 4.79 Focus groups in four sports identified IT as an important issue (hockey, netball, rugby, swimming). Interestingly, an equal number of sports in the telephone interviews identified IT as an extra burden (e.g. developing and maintaining websites) as those who saw it as easing their communications (i.e. through e-mails). Pressures to use IT might come from NGBs and participants in sport.
- 4.80 In swimming the use of IT to manage competition results is now the norm and competitors, paying their entry fee, expect to receive a professionally organised service. At its most recent open meeting, a swimming club co-ordinated 6 laptops and a local server to manage its results which were also posted immediately on the club's website. It is also the norm that each club has its own website which requires a volunteer with the necessary skills to set up and then continually update the site. Strict ASA guidelines also have to be adhered to regarding the content of the website:

“We don’t have enough people with relevant expertise who would be able to stick to the very rigid restrictions that are placed upon us by our governing body regarding website design... For example when developing the swimmers’ profiles I asked the head coach for photos of the swimmers. The photos had to be in the right [technical] format that could be used and even if this was the case they had to be ‘appropriate’ as deemed by the ASA because we’re not allowed to use full body shots.” (club website designer)

4.81 Of course, IT can be used to make the work of volunteers easier. The RFU has developed extensive web site resources, uses electronic mailing lists, and had equipped all its counties with a computer. Middle level and club level volunteers commented that the use of these distribution mechanisms was helpful. More simply, a team captain in hockey suggested that email had made communication with team members much easier. However, whereas larger NGBs may have the resources to fund IT developments, smaller NGBs often do not have resources to do this.

4.82 One rugby club reported that administrative work had become much easier as a result of the RFU website. Each year clubs have to complete a report for the annual RFU survey of clubs and this can now be done on line, which has ‘made life so much easier’. The centralisation of a lot of the administrative tasks on the RFU web site has saved volunteers a lot of time and hassle, as suggested by some clubs:

“Less forms to be filled out.”

“You can access much more. Every club has a club password and you can find out anything you like e.g. funding, league position. This all saves time. You can also ask questions on line.”

4.83 In orienteering, increased use of IT had been incorporated into the sport itself. This had implications for the work of volunteers, and the expectations of competitors.

“Technology has changed everything to do with orienteering. Computer skills required of volunteers has had to increase” (NGB)

“Trying to make things quicker and easier for people using IT – prevent time being wasted. Also, getting competitors to self-register saves time.”

(orienteering club)

Responding to child protection requirements

4.84 Child protection/Criminal Records Bureau (CRB) checking procedures create extra work for clubs in seven of the sports in which focus groups were held – athletics, football, gymnastics, hockey, rugby, sailing and swimming. Clubs sometimes had to create additional positions on their committees to manage child protection issues. Whilst no club questioned the need for such precautions, the CRB procedure has created another form that needs to be filled in. In the survey of local authorities, this issue was the third most commonly cited constraint to development of voluntary sport – identified by 14 out of 50 authorities.

4.85 A swimming club felt that needing to have all volunteers CRB checked had implications for the recruitment and management of volunteers:

“I understand the need to check and it's always good to check but at times it's a pain in the neck because we have people we wish to put on poolside just to help at a gala, just to take drinks around; they have to be checked. People get upset because we are crying out and saying we need help, we need help, and then we have to turn people down because they haven't been checked”

(swimming club)

4.86 Two rugby union clubs with youth teams also reported the implications of child protection:

“Child Protection has been a big additional workload. People have had to be educated about what is involved. Everyone involved has to go through the process. Additional costs- police checks.”

“Child protection is very onerous. You've got to maintain all the records. The Child Protection Adviser wants to come and do an inspection.”

4.87 In school sport, child protection legislation was a reason for not asking parents to volunteer. Teachers reported:

“Not tried recruiting [volunteers], with child protection legislation not sure where we would stand.”

“Police checks are a factor. If a volunteer comes in then a teacher has to be with them – even the good coaches are not left on their own with the girls.”

- 4.88 In youth organisations it had reduced the capacity to involve parents. In research in 1997 for the Guide Association (Nichols and King, 1997), regulations and the related training were found to be a significant constraint. Even a helper taking Guides to a supermarket must have been police checked and this makes it more difficult to use casual volunteers who just help occasionally.

Responding to health and safety requirements, general risk aversion and fear of litigation

- 4.89 A further task identified in clubs in athletics and sailing was the need to do risk assessments; reflecting society’s increasing risk aversion and litigiousness. For example in sailing frequently changing guidelines from RYA are becoming more rigorous and were mentioned by three of the four sailing club focus groups. University sports clubs engaged in ‘risky’ activities, such as caving or mountaineering, now require volunteers to conduct ‘risk assessments’ before individual trips, although an examination of statistical evidence would probably reveal the rugby club members were at greater risk of injury.

- 4.90 Work with young people was especially affected by risk aversion and fear of litigation:

“More pressure from legislation, need for correct qualifications, training. Adults don’t want to put themselves at risk – working with young people. Increased pressure at work, increased expectations of professionalism of volunteers.” (St Johns Ambulance representative)

- 4.91 Sailing was particularly affected by this trend:

“Five years ago you could generally take volunteers and add them to your rescue boat crews without any problems – training was done on the job. Today there is much more emphasis on trained, fully qualified rescue boat

crews. We could not run a regatta without being able to do that – we're not far away from having to do full risk assessments for every regatta. Also, legislation has meant there is a greater need to have a person who is prepared to take the rescue boat out on a more regular basis.” (sailing club)

4.92 In orienteering:

“More and more land owners are asking us to produce risk assessments. Some won't take the risk of someone injuring themselves on their land.” (NGB)

4.93 Two cricket club focus groups reported that health and safety regulations regarding the clubhouse have become more stringent, e.g. checking the electrical appliances and the food hygiene. Focus groups in sailing and swimming also identified more demanding requirements for catering, even to the extent that catering volunteers should hold a Food Hygiene Certificate, which deters some from volunteering.

“The club has paid for 100 members to take their Food Hygiene Certificate but the legislation is such that it frightens people because it is thrust down our throats that you can be personally prosecuted if you make someone ill. It's a big responsibility and it has endangered the social side of our club because we have a lot of meals, and when you start losing the social side of the club you start losing contact with people and that's the fabric of the club. It's a headache” (swimming club).

4.94 One motorcycling respondent in the telephone interviews suggested that an increasing sense of responsibility was contributing to the problem of volunteer recruitment:

“A number of people get put off by the 'nanny state'. We went to a duty of care seminar and it all seems to be a duty of care one way. But I've got to be fair, the ACU are getting their house in order on this.” (motorcycling club)

A general increase in complexity in sport management

4.95 The general growth in complexity in management of a sports club, or NGB, is reflected in the range of specialist skills required.

- 4.96 In rowing the ARA reported three main pressures that have affected the work of volunteers at all levels in the sport, leading to an increase in the number of volunteers (Nichols, 2003). These are an increasing complexity of tasks; increased expectations of members; and increases in participation. Up to 1980 the typical club would only have a chair, a treasurer, a captain, and a coach if they were lucky. Now the increasing complexity of tasks required to run a club means there are a wider range of jobs for officers, including a water safety officer, someone responsible for child protection, and the treasurer's job will be split. There may be officers to deal with the buildings and facilities, and the bar, and two or three coaches.
- 4.97 In cricket, increasing complexity had led to more professional staff at the England and Wales Cricket Board (ECB) since 1997. Examples are finance, marketing, development workers; and a new volunteer co-ordinator appointed in August 2002. With the exception of child protection legislation, the ECB hopes that this has not created more tasks for volunteers at club level and cricket is not one of the sports from which focus groups reported increasing bureaucracy from their NGB. One club did report increasing standards, both from the ECB and the Southern League - grounds have to be a higher standard and this has meant more resources and fundraising.

The motivation of volunteers

- 4.98 Key volunteers who maintain the club structure are motivated by shared enthusiasm for their sport, affiliation to their club, and the social rewards from volunteering. Thus this is a combination of altruistic active citizenship around enthusiasms and the benefits they derive themselves from maintaining the structure in which they can participate and reap the social rewards.
- 4.99 This primary set of motivations is an important context against which to position the issues reviewed above. An important consideration is the extent to which motivations are compatible with pressures to become more professional/better organised, and the consequent increasing workloads for volunteers coinciding with difficulties in recruiting new volunteers to key roles. Responding to such issues positively is in the interests of the club's and

sport's well being, of course, but the social rewards and mutual enthusiasms which motivate volunteers may be more concerned with enjoyment than efficiency.

4.100 In the focus groups the attractions to volunteering were discussed. The most common responses are in Table 4.3. There is a close correlation between these attractions and the benefits that volunteers feel they get from volunteering, reported in Chapter 7. The most common motivations in these discussions were two that are intrinsic - wanting social benefits, wanting to put something back into the club – and one that is extrinsic, wanting to help as a parent.

Table 4.3 Attractions to volunteering in sports clubs

| <u>Individual attractions</u> | Number of focus groups citing attractions |
|---|---|
| Social benefits, e.g. friendship, camaraderie, being part of the club | 19 |
| Giving something back/duty | 18 |
| Parent: involvement with (own) children. | 13 |
| Enjoyment | 11 |
| Wanting the club to do well | 10 |
| 12 No replacement, no-one else will do it | 10 |
| 13 Fear club will collapse if don't volunteer | 9 |
| • <i>Love of the club/sport</i> | 7 |
| 14 Grew up with the club, natural progression of increasing involvement | 7 |
| Satisfaction | 7 |

Source: focus groups (n = 48 groups)

4.101 Other less common attractions cited by the focus groups included wanting to keep the club going (4 groups), wanting to see youngsters/team get better (4), using time while children participate (3), wanting a challenge (2), maintaining involvement after playing (2), an opportunity for personal development (2), wanting to find out what is going on in the club (2), and something to do in retirement (1).

4.102 It could be argued that motivations such as social benefits and enjoyment are not as compatible with better organisation of a club as giving something back, parental motivation, and wanting the club to do well. However, the social attraction is not entirely selfish. The volunteers at a rugby club believed that their clubhouse acted as a pull for parents and local people. They saw the clubhouse as a social hub which people were drawn to, felt comfortable socialising in and as a vital interface between the club and the parents of children.

“Compared with some other sports we have a base, this clubhouse is our home. They come up and can have something to eat and drink.”

Having a base was reported to be an advantage compared to sports such as soccer: *“We are a community club, we are a social gathering and that’s what people like. This is a focal point for the surrounding area.”*

4.103 This confirms the strategy of the RFU to make clubs more welcoming to the rest of the community as a social venue. Broader implications are that this will only be possible for clubs which have a club house to act as a social focus, and that this will also be more important for sports where ex-players maintain social membership.

4.104 Cricket club focus groups were one example of a not unusual finding - volunteers in many sports clubs do not think of themselves as volunteers, and don’t want to; they just see themselves as helping to run the club. This understanding of the way many sports volunteers see themselves replicates a conclusion of Sport Scotland (1999).

4.105 Swimming is an example of a natural evolution in volunteering. It often starts as a distraction activity to prevent boredom while children are participating.

The volunteer starts to feel committed and it then becomes a habit:

“You’re doing it either for the fun of it or because it’s more interesting than sitting there watching them swim and swim and swim (swimming club)

“It becomes a way of life and a hobby” (swimming club)

4.106 The football club focus groups’ volunteers showed a range of motivations. What attracts people to volunteer is noticeably different at

different types of football club. For example, at a professional club playing in the Dr. Martens League, the volunteers are supporters and their main motivation is helping the club survive. This is probably the main motivation at most small professional clubs where the financial situation is often precarious. Within the junior football sections at two other clubs the attractions are totally different. Volunteers are nearly all parents and their motivations are centred around providing the best opportunities for the children. When junior football is attached to a senior club however, as in these two cases:

“There are opportunities here for you, once you get involved. Because it is a football club and not just a junior league side, you are attached to a football club, the atmosphere is different and everything. You do tend to get more involved in every aspect of it.”

4.107 From the questionnaires administered with focus group participants, the main reasons people started volunteering at the club are identified in Table 4.4, together with equivalent findings from 1995. The results show substantial similarity, but as many of the volunteers have been in post for long periods of time, this is not surprising. The national population survey also asked the reasons why people started volunteering in sport, but with a different set of prompts to Table 4.4. The most common reason (17% of respondents) was as a parent, with spare time as the second most common reason (16%).

Table 4.4 Reasons for starting helping at the club

| <i>Initial motivation</i> | <i>% of respondents in 2002</i> | <i>% of respondents in 1995</i> |
|---|---------------------------------|---------------------------------|
| It's connected with my needs or interests | 53 | 63 |
| It's connected with the needs or interests of other members of my family or friends | 47 | 48 |
| I wanted to improve things/help people | 46 | 44 |
| I wanted to meet people/make friends | 22 | 23 |
| There was a need in the community | 12 | 13 |
| It's connected with my paid work | 3 | 1 |

Sources: 2002 focus group questionnaires, sample size 308
1995 focus group questionnaires, sample size 353

4.108 Sixty percent of volunteers had been volunteering for five years or more, and 46% for 10 years or more. This may limit accurate recall of their initial motivations, although it is interesting to compare these responses with the

open comments summarised in Table 4.3 about why they volunteer now. The most common attractions in Table 4.3 emphasise more the social benefits of meeting people; and emphasise less the individual's needs and interests.

4.109 While the data above shows us the motivations of the established volunteers in the focus groups, most of whom have been volunteering for seven years or more, it does not tell us as much about the volunteers who take more peripheral roles, since these were less evident in the focus groups.

Conclusions

4.110 This chapter has attempted to cluster the issues and challenges facing volunteers into three sets: recruitment and use of volunteers; the impact of NGB and Sport England initiatives; and a set of other challenges. It has then examined the motivation of volunteers. However, it is important to recognise that all these considerations are related. A synthesis of these relationships is presented as part of the concluding chapter of this report.

4.111 Many of the issues and challenges identified in this chapter are pulling volunteering towards 'professionalisation' in the broad sense of more effective organisation to solve problems and achieve club objectives. The increasingly intense competition for people's time, money and enthusiasm in the general leisure market means that to attract and maintain members, sports clubs must offer a comparable 'service' to their competitors; whether they be other opportunities to take part in sport or wider opportunities in other leisure activities. This inevitably causes increasing demands on volunteers' time and skills. At the same time, these pressures make it harder to attract volunteers; both because of the competition for their time and enthusiasm; but also because the increased demands and specialist skills of volunteer roles make it harder for someone to volunteer. Furthermore, new 'consumption orientated' members are perceived as less likely to volunteer, thus compounding the problem.

4.112 Some NGBs and Sport England initiatives can be seen as a response to these pressures. Others can be seen to reflect government priorities and

partnerships between NGBs and Sport England, for example youth development. The government report *Game Plan* in one sentence acknowledges the need for support for the voluntary sector in sport but puts a policy emphasis on “better capacity building” (DCMS 20027.19, page 166), implicitly requiring the sector to develop its provision for sport.

- 4.113 Some challenges, such as meeting legislative requirements, are inescapable. Whatever the source of these initiatives, anything extra for volunteers to do has first to convince volunteers it will help them achieve what they want, rather than just be an additional burden. It is essential that any support to volunteers is perceived to be support by them.
- 4.114 The motivations of volunteers interact with the pressures. Volunteers motivated by love of their sport and affiliation to their club will want to accept support which clearly helps them promote the sport and their club. Volunteers motivated by wanting to help their children will embrace junior developments, if it is clear how they can do this and a culture of volunteering prevails. As volunteers can't be told to do something, they will accept new initiatives if they are consistent with their own motivations; so they need to see that they are of benefit to the sport and the club.
- 4.115 Some new NGB initiatives, involving more work for volunteers, will be accepted because of affiliation to the NGB, but the more out of line with volunteers' motivations, such as 'bureaucracy without good reason', the more grudgingly these changes will be accepted as necessary. In one sense the move towards 'professionalisation' undermines the rewards of active participation in the voluntary sector where they are more an expression of shared enthusiasms than the satisfaction gained from providing a service to others. There is a tension between maintaining the motivations of volunteers while the voluntary sector in sport is being pulled by all the factors discussed above towards a professionalisation more consistent with a service delivery organisation.
- 4.116 Many of the initiatives and procedures encouraged by Sport England and NGBs are designed to improve and develop sport, through sports clubs as a

principal agent in the field. However, the combination of constraints in many sports organisations, arising from recruitment difficulties and increased volunteer workloads, act collectively as a constraint to development in sport.

- 4.117 It is important that this collective constraint, affecting up to 70% of sports according to the telephone interviews in this research, is tackled. A particular 'pinch-point' in terms of increasing workloads in many sports is the middle level of volunteering, e.g. regions, counties. NGBs need greater care in ensuring a manageable transfer of administrative work down through the middle level to clubs. NGBs need to be more clever about new initiatives they create – it is too easy to create over-ambitious procedures which are passed down to lower levels. There are examples in the research, e.g. simplified registration schemes, use of IT, which demonstrate that there are ways in which workloads, in particular bureaucracy, can be reduced.
- 4.118 The volunteer shortages and recruitment problems are more difficult to remedy because some of the principal causes are societal (e.g. changed attitudes, pressures from paid work) rather than within sports organisations. Nevertheless, there are good examples in the research of sports clubs that have taken a structured, managerial approach to volunteer shortages (e.g. plans and direct action) and succeeded – examples of this are given in the next chapter. So promoting good practice in volunteer recruitment and retention is important. Equally, many clubs clearly continue to maintain adequate volunteer numbers by the traditional, unstructured means of mutual enthusiasm, with members helping when it is required. Therefore, the traditional strengths of the voluntary sports sector should not be presumed to be a thing of the past – rather they are to be cherished.

Chapter 5 Volunteer Management

- 5.1 In the 1995 research, the organisations operating in sport were reluctant to accept that there was a need for help in managing volunteers. Yet the evidence demonstrated that there were problems within sports organisations which needed better management. These included shortages of volunteers, consequent overloading of key volunteers, lack of succession strategies, higher expectations of service standards by members, and specific skill requirements relating to funding, coaching and IT. The report went on to identify a range of support measures for the management of volunteers, some internal to sports organisations and some requiring external provision.
- 5.2 In this chapter, evidence will be presented concerning the following considerations relating to the management of volunteers:
- The nature of management in sports clubs
 - Existence of strategies for volunteers in relevant organisations
 - Existence of volunteer co-ordinators in relevant organisations
 - Awareness and use of Sport England's Volunteer Investment Programme (VIP)
 - Best Practice in the management of volunteers
- 5.3 One theme which runs through this chapter is consideration of the formality with which management of volunteers is organised. This consideration incorporates not only whether or not formalisation is increasing in sports organisations' volunteer management, but also the relative merits of formal and informal management cultures. This theme relates directly to issues raised in Chapter 4 concerning what motivates volunteers to volunteer. In particular the importance of shared enthusiasm and social benefits from volunteering militates against a managerialist approach to volunteers, whilst motivations concerned with helping a club improve and succeed, and 'giving something back' are more compatible with formal approaches to volunteer management.

Management of volunteers

- 5.4 There is an evident tension in the research evidence between a desire to foster informal, social attributes of organisational operations, and a desire to be more formal/professional. In the focus groups the social attributes were emphasised as much as effectiveness attributes, often by different clubs in the same sports. So the divide between these two directions is not identified by sports.
- 5.5 In reference to the main challenge identified by clubs in the previous chapter, shortages of volunteers and recruitment problems, it is relevant to consider the most common ways in which sports clubs volunteers actually start volunteering. The survey of focus group participants reveals that 54% of the club volunteers surveyed started volunteering because they were asked to help, and 52% because they offered to help – almost identical results to the 1995 research. This result implies that at least 6% of respondents identified both responses – presumably they were asked and then offered to help. In the national population survey, 27% of the sports volunteers who responded volunteered because they were asked to help, 23% because they offered to help – lower proportions than the core volunteers in the focus groups, but still the most common responses to how volunteers first got involved. Offering to help is more informal, consistent with the traditional, mutual enthusiasm volunteering, whilst being asked implies more formal management by others in the organisation. Both means of recruitment are evidently of equal importance to sports clubs and sports volunteers generally.
- 5.6 Another indication of the nature of volunteer management in clubs is the identification in an open question in the focus groups' survey of the best and worst features of club management. The responses for management strengths demonstrate a mix of enjoyment and effectiveness considerations. The most common responses were 12% of respondents identifying factors such as commitment, hard work and dedication, 7% identifying good work by key volunteers or committees - responses more concerned with organisational effectiveness - and 9% identifying friendliness and associated attributes, 9%

identifying teamwork and everyone helping – responses more identifiable with social benefits and mutual enthusiasm.

- 5.7 The most commonly cited worst features of management are 12% concerned with poor leadership and organisation of volunteers, 8% identifying a shortage of volunteers, and 7% concerned about poor communication within the club – all features which are related to poor organisational effectiveness.

Informal 'management'

- 5.8 To focus group clubs in athletics (3 clubs), badminton (4), bowls (4), cricket (2), hockey (4), rugby union (1) sailing (2), swimming (1) and tennis (1) there is a pride in their informality in the organisation of volunteers.

"We're all volunteers so who am I to say that you're not doing it right? You just go along with it ... When you are relying on people's good will I don't think they necessarily need to be 'managed'. You don't want to put people off who are giving up their time, however large or small that amount of time is. It's a tightrope you're walking and you've got to keep their good will." (swimming club)

"The support is always there. If you need somebody there is someone to go to. You should never find yourself doing something that no one else has ever done. Always someone you can go to for advice." (rugby union club)

- 5.9 This philosophy leads to a co-operative, intuitive system which has evolved with few formal procedures. One rugby club described themselves as a 'loose co-operative'. There is an implicit objective to minimise bureaucracy (athletics, badminton, swimming). There is explicit, almost ideological objection to the concept of 'management' in connection with volunteers.

"I don't think they want to be 'managed'. We're all managed at work. If you volunteer for something then you want to feel like a volunteer and do it for the pleasure of it, not because you are being managed and told what to do". (athletics club)

"The Chairman is the only one with any managing to do, and that's really managing the committee on committee night" (bowls club)

- 5.10 None of the cricket club volunteers interviewed thought that they were 'managed', despite the fact that there were extended structures of officers, committees and sub-committees. There is also a practical aspect to this position, when faced with shortages of new volunteers:
- "If you'd got people queuing up for jobs then I'm sure it would be different. You can't sack the secretary if there is no one wanting to do it."* (hockey club)
- 5.11 This emphasis on informality is paralleled by perceived strengths to the 'management' of volunteers which are socially orientated rather than orientated to more formal notions of organisational effectiveness. An athletics club suggested that avoiding bureaucracy was a key strength. A gymnastics club arranges meetings to coincide with social events. The social strengths of an informal approach include camaraderie (athletics and cricket focus groups), sociability (badminton), friendliness and welcoming (rugby union, swimming). Bowls clubs emphasised 'treating each other on an equal basis', 'mutual encouragement' and 'get on well together' as well as effectiveness strengths including 'working well as a team' and 'good retention'.
- 5.12 However, a social attribute – happy volunteers - was also identified by a club in athletics which had one of the most formal approaches to managing volunteers. The sport with the most managed approach (in three out of the four focus group clubs) was football, yet the strengths listed by these football clubs included very similar social attributes – 'camaraderie', 'people pull together', 'good blend of people'. Clearly there seem to be similar social outcomes from very different approaches to volunteer management.
- 5.13 This informal system of 'management' does not necessarily mean that it is managerially ineffective, although one or two clubs suggested that greater formality would be good for them. In sailing, for example, there is often an implicit contract that all members will volunteer in a rota for essential tasks.
- "The club is run by volunteers and it is the club's policy that each member is expected to assist ... It's like a contract when you join. It's clear that you are expected to help."* (sailing club)

- 5.14 In one tennis club they perceived that a tight knit team of volunteers and a culture of self-help was a strength of the organisation of the club. Similarly: *"We only have a couple of committee meetings a year. The club is only small and we find it runs quite smoothly because on the whole we can usually sort out any problems in general club time".* (badminton club)
- 5.15 It is worth recalling the extent of multi-tasking identified in the national population survey results (see Chapter 3). On average volunteers have performed 4.6 roles for sport in the previous year. This multi-tasking is a natural consequence of an informal, shared, mutual approach to organising a club.
- 5.16 However, one cricket club also acknowledged that their informality was a weakness – they described themselves as unmanaged: the people who do all the work meet frequently over a beer - "there's no management structure whatsoever" – see case study below. A gymnastics club also bemoaned a lack of management structure. Furthermore, the managerial effectiveness of the informal organisation of volunteers may be partly dependent on the length of office of key volunteers – in one sailing club it was claimed that people know what needs doing and how to do it because they have been doing it for so long.
- 5.17 It is also the case that informality is occasionally recognised as a form of management, but without an explicit structure and rules: *"It's interesting because you don't really realise that you are being managed but there is some element of management because somebody ensures there is a coach for every squad. So it happens without there being any rigid structure or regimentation."* (gymnastics club)
- 5.18 Generally, focus groups found it difficult to identify strengths in the way they managed volunteers. Apart from the social strengths above, clubs in sailing and swimming identified delegation as a key strength; whilst a badminton club suggested the identification and use of willing rather than reluctant volunteers was a strength. A rugby union club suggested that strengths were good volunteer retention and low turnover of volunteers.

5.19 Clubs found it comparatively easier to identify weaknesses in the way in which they managed volunteers. Several clubs in the focus groups acknowledged a lack of formality in volunteer management as a weakness, in various guises, including:

- Lack of communication within the club (examples in cricket, netball)
- Concerns about succession in key posts (examples in badminton, netball, swimming)

“In most clubs there’s a real problem of succession planning, most clubs don’t even consider it. If two of us left from the club suddenly, I don’t know where things would go. We haven’t looked at that. The longer you stay in post the harder it is to say ‘yes, I’ll go’” (secretary in a badminton club)

- Concern that some members might be ‘put off’ volunteering by the open ended and sheer scale of commitment and skill of long time volunteers: ‘I’m not going to do that, I couldn’t do a job like his’ (cricket club)
- Poorly attended AGM at which unopposed re-election takes place (e.g. gymnastics)
- Poor awareness by the committee of members’ willingness to volunteer; and weak conversion of expressions of interest in volunteering to actual volunteering (e.g. sailing)
- Lack of assistance from the national governing body and other external agencies (examples in cricket, tennis)
- No forum to share good practice (e.g. in tennis)

5.20 Other organisations identified different problems. Some disability organisations, for example suggested a tension between paid staff and volunteers.

“Not enough time and not enough ownership of the issues between volunteers and paid staff who want to work faster than volunteers can go. Also the paid staff are generally not trained in sports development and the volunteers are keen amateurs with vastly less knowledge, this causes issues on strategy and policy.” (disability sports organisation)

This tension was partly derived from increased expectations, e.g.

“(Written guidance for volunteers) was starting to crop up when I was there. The way the sport was going, especially at the elite level, started seeing that

the association needed to get more professional, and that means more work for volunteers – it's a vicious circle.” (disability sports organisation)

This echoes issues raised in Chapter 4 concerning the increasing professionalisation at the national level in some sports, and the consequent pressures on lower level volunteers.

Signs of formality

5.21 There are signs of formality in the management of volunteers at club level which are evident in the focus group discussions. These include the following:

- An audit of members' willingness to volunteer (e.g. in sailing)
- Some mentoring of volunteers (examples in cricket, netball)
- Gradation of tasks for new volunteers (e.g. in swimming)
- Job descriptions (examples in rugby union, sailing, swimming)
- Delegation and line management (examples in swimming, tennis)
- A disciplinary code used to remove volunteers from posts (e.g. in athletics)
- On the job training, learning from experienced volunteers (e.g. in swimming)
- Training opportunities for administrative matters, from the national governing body (e.g. in tennis)
- Funding for training and qualifications, usually for coaching and officials (examples in cricket, gymnastics, netball, swimming and tennis); but not, interestingly, for administrative officers.
- A volunteer co-ordinator at three clubs (athletics, football and tennis) and two disability organisations.

Means of improving management of volunteers

5.22 Many of the suggestions for improving the management of volunteers in the focus group clubs recognised formal processes. These included:

- Training in managing volunteers (bowls – despite their informality, sailing)
“None of us as professionals have ever managed volunteers and there's a big difference between volunteers and paid staff.” (sailing club)
- Payment of expenses e.g. for coaches (gymnastics, netball)
- Recruiting more volunteers to spread the workload (athletics, badminton)

- Mentoring/shadowing (badminton, netball, sailing)
- Succession planning (badminton)
- Improving school/club links to increase young participants with some having the potential to volunteer (badminton)
- Increasing delegation and co-ordination (sailing, swimming)

"The committees that succeed are the ones that get other people to do the work for them. The ones where they suffer burn out are the committees where they try to do it all themselves" (sailing club)
- More structured meetings (cricket)
- More organisation causing less uncertainty for volunteers (e.g. in sailing)
- Improved communication (bowls, cricket, hockey, netball)
- Better written guidance, e.g. management guidebook (rugby union)
- More information from national governing bodies (sailing)
- National governing body volunteer license/qualification scheme (tennis)

5.23 To these suggestions can be added another: a more systematic method of asking new (or existing) members and parents to volunteer. This addresses the concern expressed in paragraphs 3.27 and 6.20 – that a significant minority of potential volunteers do not get asked to help.

5.24 From the telephone interviews there were many examples of sports where NGBs had produced written advice for clubs on a range of issues, particularly child protection, legal liability, insurance and health and safety (see below). However, there are many cases where clubs were not aware of such written advice. This may be due to ineffective dissemination and promotion, but it might also be because the drive to improve services for volunteers within NGBs is relatively recent and needs time to percolate down to the clubs.

5.25 However, it was also the case that several clubs expressed reservations about increasing formalisation in the management of volunteers. Some of the clubs in athletics and sailing, for example, thought that job descriptions for volunteers would be too structured and a deterrent to recruitment. In one athletics club the strong feeling was that management could be too structured, leading to more paperwork and professionalisation, so that volunteering was in

danger of becoming more like paid work but without the pay. This was not seen as compatible with the amateur ethos.

"You've got to make it fun and not a chore. You've got to make it so it's fun for yourself and not something you feel you've got to do" (gymnastics club)

5.26 Nevertheless, there is evidence of clubs which demonstrate a tension between the self-help informality and the need to lead a less precarious existence. One such club is summarised thus:

Cricket club

- The committee are supposed to meet monthly, and originally during the season they were due to meet fortnightly. This never happened. Constitutionally they should meet once a month and have an AGM in November. But they've been doing it in March more recently as people are starting to get interested in cricket then.
- While the committee doesn't meet formally every month, the people who do things tend to have a chat over a beer fairly regularly. They think that they should be more structured about meetings and that's one of the reasons they've 'gone on a downward spiral'.
- The regulars are at the club all the time. One of them has a young family, another runs his own business and 'you just get fed up when you've been here five or six nights a week', you want one day on your own. In the summer they live at the club and 'there comes a time when you just get fed up with it'.
- They'll organise a meeting, then 3 people might drop out, so then the secretary has to phone everyone round to arrange another date, and if one of the main people can't come so it's a bit pointless to have the meeting.
- The committee roles are proposed and elected at the AGM every two years, though it's the same people doing the jobs. No one else wants to do the jobs.
- Actual management of volunteers is informal 'there's no management structure whatsoever, really'
- If something wants doing, they'll do it. The regulars are all friends and see each other socially over the winter. The strength of their volunteers is their camaraderie, knowing they can rely on the regulars.
- They think more management might make members resentful. However, one key volunteer thinks that they could use more structure and get working parties together and rely less on the same people. They think if they had more members, then that would help as well.
- If they had a meeting and put various strategies together, they would still be talking to the same people to put it into practice.
- A volunteer co-ordinator and strategy might be helpful as they're a bit 'lackadaisical'. They live hand-to-mouth at the moment and don't think strategically. A key volunteer is effectively a volunteer co-ordinator, though this is not formal. They think a regular newsletter would help people to get involved.

Strategies for volunteers

- 5.27 Voluntary sports organisations make less use of volunteer strategies than volunteer-using organisations generally, in which 85% are reported to have a written volunteer policy (Institute for Volunteering Research, 2001b). In the telephone interviews, of the 118 NGBs which answered the question just 12% had a volunteer strategy, i.e. a written plan of how to recruit, organise and develop volunteers.. At the level of individual clubs, just over 1% of clubs interviewed claimed to have formulated a volunteer strategy. Only one of the 20 universities surveyed had a written volunteer strategy, and no schools, colleges, young persons organisations or disability organisations had a volunteer strategy. In the survey of 50 local authorities, 8 had a strategy for developing sport volunteers and many more had built volunteers' issues into their sports development strategies.
- 5.28 Nevertheless, a planned approach to a volunteer recruitment problem can yield positive results:
- "We did a four year plan and explained to volunteers that if it was going to continue then they needed to go on courses, for example, referees' courses. We started giving out VIP certificates and chocolates at competitions, and started paying for referees' accommodation during competitions. These certificates are brilliant, it makes all the difference," (wrestling club)*
- 5.29 In the focus groups only three clubs acknowledged formulating at least partial strategies for their volunteers (in athletics and tennis) and two of these only did so as part of bidding for external funding. As one of the latter suggested, this was like 'going into the unknown'.
- 5.30 One or two focus group clubs (e.g. in cricket, gymnastics) were against the idea of using a volunteer strategy, either because it was too formal or because they felt they did not need it. Two clubs in rugby union, of a smaller and social character, felt that because they had enough volunteers there was no need for a volunteer strategy or co-ordinator. Clubs with this opinion, though, were outnumbered by clubs in athletics, cricket, gymnastics, netball, and the other two clubs in rugby union that supported the idea of a strategy, particularly for

recruitment of volunteers. Some clubs in sailing and swimming, although acknowledging that a volunteer strategy was good in principle, suggested that it would be much more difficult in practice. A netball club ruefully suggested that the idea of a strategy was like every new initiative – it seems to fall on the same people.

Volunteer co-ordinators

- 5.31 Voluntary sports organisations are also less inclined than other volunteer using organisations to use volunteer co-ordinators – 80% of the latter have a volunteer co-ordinator (Institute for Volunteering Research, 2001b). In the telephone interviews, 10% of NGBs claimed to have a volunteer co-ordinator operating at national level. Of these, two are national development managers with volunteers as part of their remit (football and orienteering) whilst one is specific to events (Artistic Roller Skating). At the middle level of sports (i.e. between NGBs and clubs, typically regions and/or counties) just over 2% of volunteers interviewed claimed to have a volunteer co-ordinator operating at their level. For one of these, badminton, this was part of regional development managers' remits. At the club level 3% of clubs claimed to have a volunteer co-ordinator. Two of the twelve disability organisations interviewed claimed to have a volunteer co-ordinator, although not with that job title. No schools, colleges, young persons organisations or disability organisations had a volunteer co-ordinator.
- 5.32 Universities are the organisations most commonly using volunteer co-ordinators, with 12 of the 20 surveyed having either a co-ordinator specific to sport, or a co-ordinator covering volunteering for the whole university. Sometimes the focus appeared to be organising volunteering for the local community. For example, one university had a sports volunteering community development officer who was trying to recruit 25 people to help run sport in the community. Another was trying to integrate football, rugby union and rugby league into the community by running community coaching sessions on Saturday mornings. They had also been asked to provide tennis and squash coaching in local sports centres.

5.33 Only three clubs in the focus groups acknowledged having a volunteer co-ordinator, in athletics, football and tennis – one of these to particularly successful effect (see the best practice section below). Other clubs in cricket, netball, rugby union, swimming and tennis suggested that this role was undertaken by the chair of the club, or another key club officer, or co-ordination just happened anyway..

“You have to have, in any club, one person who has forward thinking and drives everyone else on – without a driver you don’t go anywhere” (netball club)

“Not officially but I’m it I suppose. I’m the one that nobbles them.” (cycling club)

This echoes some opinions expressed at the middle level about volunteer co-ordination being the responsibility of regional development officers. A question, therefore, is whether a nominated volunteer co-ordinator is more effective or feasible than a situation where existing club or regional officials (e.g. chair, coach, development officer) taking on the role of volunteer co-ordination in a more formal, explicit manner.

5.34 When the need for a co-ordinator is acknowledged, it is sometimes accompanied by reasons why it is not practicable, although these reasons arguably demonstrate the need for a more formal approach to solving persistent problems.

“What we need are volunteers whose job it is to deal with the volunteers. But we’ve not got the manpower at the moment. We’re stretched to the limit at the moment operating on a week-to-week basis,” (basketball club)

“In the real world the sport is not strong enough, and the clubs are not strong enough in volunteer numbers. And the clubs probably don’t possess the right individuals, with the quality to do that job, to achieve it.” (hockey club)

5.35 Some clubs in athletics and cricket suggested that the creation of a volunteer co-ordinator would be a good idea. In other clubs it was pointed out that they could not get people to fill current vacancies for officers, so one more vacancy for a co-ordinator would not help. However, this is a vicious circle which such clubs need to break out of, and a volunteer co-ordinator might help them to relieve the shortages they experience. In a badminton club it was suggested

that such a role was only required in larger clubs, whilst some clubs in netball, sailing and swimming focus groups and a basketball club in a telephone interview suggested that although a co-ordinator was a good idea in principle, it would be too difficult to implement in practice.

"... more volunteers to help us with our work, or finding someone to be the volunteer co-ordinator, although I don't think our club is big enough to warrant that kind of formal approach of a volunteer manager or the 'management of volunteers' ... there are certain skills needed as a volunteer manager; to be able to get on well with people, to encourage people, facilitate, negotiate"
(badminton club)

- 5.36 There is also sometimes resistance to the use of a volunteer co-ordinator even when the idea is openly proposed.

"I wanted to be a volunteer co-ordinator for the league but the committee over ruled it." (rounders middle level)

Awareness and use of VIP

- 5.37 The level of awareness of Sport England's Volunteer Investment Programme (VIP) is quite high among NGBs – 70% of the telephone interviews' respondents who answered this question were aware of VIP. However, just 25% of NGBs had actually made use of VIP. At the middle level of volunteering, 46% of volunteers interviewed were aware of VIP, with 12% making use of it. At the club level 27% of those interviewed were aware of VIP with just 5% making use of it. In the survey of volunteers in the focus groups, 31% of 308 volunteers had heard of VIP. Generally therefore the levels of awareness of VIP are high but the levels of use are lower, with awareness and use at their highest at NGB level, which is to be expected.
- 5.38 The awareness of VIP among other sports organisations surveyed is more variable. 14 of the 50 local authorities surveyed had been involved with VIP, some through local Active Sports Partnerships. No young persons organisations surveyed had heard of VIP, but in these organisations sport is only part of a much wider remit. In schools, only 5% had heard of VIP and only 1 school had used it. Three out of 20 FE colleges had heard of VIP and one

had used it. Five of the twelve disability organisations surveyed had heard of VIP and one had used it. Fifteen out of the 20 universities surveyed had heard of VIP, two were members and had used it.

- 5.39 Among the focus group survey respondents, the awareness of VIP varied considerably between the 12 sports surveyed – from 47% awareness by cricket club volunteers to 5% awareness by bowls volunteers, as shown in Table 5.1.

Table 5.1 Awareness of VIP among sports club volunteers, by sport

| <i>Sport</i> | <i>% focus groups' survey respondents aware of VIP</i> |
|--------------|--|
| Cricket | 47 |
| Football | 44 |
| Rugby | 43 |
| Swimming | 40 |
| Athletics | 38 |
| Gymnastics | 35 |
| Sailing | 26 |
| Netball | 25 |
| Badminton | 21 |
| Tennis | 18 |
| Hockey | 13 |
| Bowls | 5 |

Source: focus groups' survey, n = 308

- 5.40 It is not unusual for those who have heard of VIP but not used it, to refer to it being good in principle but a step too far for overstretched volunteers.
- “There’s that much involved and having been a treasurer for a long time you get into a rut, and unless it’s absolutely specific I put the blinkers up.”* (athletics middle level)
- “Great in theory, probably great in practice, but when you are the only person doing it in the club, it’s the straw that breaks the camel’s back.”* (Judo middle level)
- Another NGB had not even had time to assess whether or not it would be useful for them:
- “We don’t know whether it applies to us. Wish it could be explained to us in simple terms. It comes in such long protracted forms and sentences”* (Aikido NGB)

One cricket club in the focus groups found the prospect of VIP would scare people off because of the formality involved – they did not know of any club that operated like that.

- 5.41 VIP has been designed to be flexible and perceptions such as those above are, at least in part, misperceptions. Despite this, they point to the need for VIP to be more effective at giving a clear and simple message to prospective users.
- 5.42 In one netball club they are explicit about not wanting people to volunteer who need to attend additional training such as ‘Running Sport’ – they prefer to select volunteers who already have the necessary skills.
- 5.43 Focus groups in cricket, football, netball and tennis acknowledged VIP, as did 24% of volunteers in the questionnaire survey. One volunteer at a tennis club had been on ‘Running Sport’ courses and felt they were good in theory but more difficult to implement in practice. One club, however, has used VIP to enhance its management and reputation, to spectacular effect – see the Rugby Town Junior FC best practice case below.
- 5.44 Perceptions of the VIP among the local authorities surveyed ranged from very positive to indifferent to negative, with a variety of concerns, including:
- “Lots of useful information, depends if you’ve got the proactive people to take it on.”*
- “We find VIP difficult. You stage some of these courses and it’s bloody hard to get people on them.”*
- “VIP has been promoted to clubs but it could be promoted more. It’s not been used as a tool as such. The people who use it are the clubs that have good volunteer systems, clubs that would be good without VIP. It needs to be promoted to clubs that don’t have volunteers, that don’t reward and value their volunteers.”*

Other external assistance

- 5.45 In the telephone interviews, respondents were asked if they were aware of or had benefited from any other form of external assistance for volunteers, besides VIP. The responses showed a considerably greater 'openness' to external assistance than was evident in the 1995 research (although this may be because the external assistance was more openly prompted in the current research). The 2002 findings are presented in Table 5.2

Table 5.2 Awareness and use of external assistance for volunteers

| <i>Source of assistance</i> | <i>% of NGBs aware of assistance</i> |
|-----------------------------|--------------------------------------|
| Sport England | 24 |
| Local authorities | 12 |
| Volunteer support agencies | 5 |

| <i>Source of assistance</i> | <i>% of clubs aware of assistance</i> | <i>% of clubs in receipt of assistance</i> |
|-----------------------------|---------------------------------------|--|
| NGBs | 39 | 21 |
| Local authorities | 16 | 10 |
| Sport England | 12 | 9 |
| Volunteer support agencies | 3 | 1 |
| Other | 1 | 1 |

Source: telephone interviews with 140 NGBs and 360 clubs

- 5.46 Seven of the 20 universities interviewed had received support from NGBs, whilst others mentioned BUSA, Millennium volunteers, and local sports clubs.

NGB assistance

- 5.47 It is evident from the table above that the single most important source of assistance for volunteers in clubs is their NGBs. It may be, therefore, that one of the impacts of VIP is that assistance for volunteers is disseminated in the form of written advice from NGBs to their clubs. Another extension of this assistance may be the development by clubs of their own written guidance. Table 5.3 identifies the most common forms of assistance provided by the NGBs and clubs.

Table 5.3 Written guidance from NGBs and clubs

| <i>• Most frequent types of guidance</i> | <i>% of NGBs providing guidance</i> | <i>% of clubs providing guidance</i> |
|--|-------------------------------------|--------------------------------------|
| Child protection | 46 | 19 |
| Legal liability | 31 | 10 |
| Health & safety | 31 | 15 |
| Insurance | 30 | 13 |
| Handbook | 29 | 8 |
| First aid | 23 | 11 |
| Sponsorship/fundraising | 20 | 2 |

Source: telephone interviews with 140 NGBs and 360 clubs

5.48 Other forms of written guidance provided by relatively few NGBs and clubs include subjects such as job descriptions (4 NGBs, 11 clubs), volunteer recruitment and management (3 NGBs, 9 clubs), and codes of conduct (6 NGBs, 1 club)

5.49 It must be acknowledged, however, that ‘assistance’ by NGBs can be a ‘double edged sword’, bringing increased workload for volunteers at middle and club levels, as reviewed in Chapter 4.

Local authorities

5.50 All 50 local authorities surveyed stated that they worked with voluntary sports clubs in their areas and provided assistance to them. The types of assistance are listed in Table 5.4. Many of these are relevant to directly supporting volunteers in their work, rather than more general support to the clubs. Among the minor responses were six authorities that had databases of sports volunteers, and two authorities that organised awards evenings for volunteers.

5.51 Local authorities echoed the main barriers to the development of voluntary sport that individual volunteers gave in their responses. Time pressures were cited by 20 of the 50 authorities surveyed; a shortage of volunteers by 16 authorities; and child protection and CRB checks by 14 authorities. Other minor responses included changing attitudes of especially coaches towards expecting to be paid (8 authorities); the professional standards required of volunteers (4 authorities); and fear of litigation (2 authorities).

Table 5.4 Local authority assistance to voluntary sports clubs

| Type of assistance | % of local authorities providing assistance |
|---|---|
| Club development support (e.g. sport development planning, Running Sport courses, help with club accreditation) | 64 |
| Coach education courses | 60 |
| Advice and support regarding funding opportunities and applications | 58 |
| Grant schemes (e.g. for training, equipment, talented performers) | 54 |
| Local sports councils/forums/focus groups | 18 |
| Active Sports Partnerships | 18 |
| Developing club-school/college links | 16 |
| Helping volunteer recruitment | 14 |
| Directories of sports clubs | 14 |
| Organising competitions | 14 |

Source: survey of 50 local authorities

5.52 The majority of local authorities surveyed run Junior Sports Leader Awards and Community Sports Leader Awards but there was no evidence of the way in which these awards led to later increases in volunteering by the mainly young people who gained the awards. A fear of some authorities was that recipients of these awards used them to get paid part-time positions with local authorities, e.g. on summer outreach programmes, rather than for volunteering. Another concern of many authorities was that they lose recipients of the awards when they leave their areas to go into higher education. However, it could be argued that there are net gains collectively when people with enhanced skills and potential for volunteering move into new areas.

5.53 The survey of local authorities revealed some very proactive schemes to encourage and develop volunteers in sport. These include:

- Bristol City Council operates two sports apprenticeship schemes, targeting people in local communities for training as volunteer sports leaders and coaches.

- Manchester City Council has extended their pre-Games Volunteer Programme into a post-Games Volunteer Programme, targeting young people and hard-to-reach groups for volunteering in future events.
- The Active Sports Team for Buckinghamshire has a Volunteer Management and Development Plan, which helps clubs recruit volunteers and recruits volunteers to help run some of the authority's activities.
- Amber Valley Borough Council have built up a database of 369 volunteers, who have together carried out over 3000 pieces of voluntary work in three years. The database is used to write to volunteers whenever there are competitions or events coming up, or if clubs are looking for a particular type of volunteer. By keeping a record of every time a volunteer is active they are able to provide active volunteers with certificates and a record of their achievement every 3 months. The development of the volunteers is managed through formal coaching courses and work experience under mentor coaches. The fully inclusive scheme is linked to eight secondary schools, schools for those with special needs, sports clubs, youth agencies and nine outreach schemes based in the more deprived areas of the borough (with the added benefit of crime diversion and social capital building).

5.54 However, the majority of local authorities surveyed are not this proactive, but largely because of resource constraints are more reactive to clubs that show an interest. There is a fear among some of the local authority respondents that these resource constraints, combined with Active Sports Partnerships, are concentrating sports development in their authorities on the ten selected sports.

5.55 Some local authorities highlighted the need to incentivise and reward volunteers. North East Derbyshire District Council, for example, issue their volunteers with a free leisure pass and reduced catering charges for them and their families in council facilities. Manchester's post-Games Volunteer Programme is an accredited course, which is seen as a very tangible incentive/reward.

- 5.56 A quarter of local authorities surveyed had been involved with Millennium Volunteers, but only as a source of volunteers for their events and projects.

Best practice in the management of volunteers

- 5.57 It is tempting to cite as best practice the clubs where greater formalisation has been used, e.g. through job descriptions, member audits, mentoring, training, delegation and line management. Undoubtedly there are examples of such clubs achieving good organisational effectiveness through the adoption of such practices. Three case studies are presented to illustrate this type:

Charnwood Athletics Club

Management style

- Strong discipline code for all members including volunteers led to two team managers being replaced by more suitable volunteers.
- Club has a written volunteer recruitment/management strategy. Members are identified as being potential committee volunteers. They are approached if trusted and a good relationship exists with them. If they agree they are mentored by the outgoing incumbent for a period of time. No one person is expected to do a task without support. Committee members therefore gain knowledge of a range of tasks and essentially form a support group. Also non-committee volunteers are not expected to complete tasks without support. This helps the volunteer to feel welcome, supported and not isolated and resentful.
- Each volunteer is supported with training where necessary which is paid for by the club.
- A volunteer co-ordinator is being introduced by the club this year. Previously this role was conducted on a smaller scale just for the catering staff by the Club House Manager.

Strengths of the club's approach

- Effective and successful - happy volunteers
- Unsuitable volunteers have been dismissed in the past and the club is not afraid to use its disciplinary procedures when needed. This perhaps shows the effectiveness of the club's volunteer strategy.

Rowing: West Midlands Regional Umpires Commission (Nichols, 2003)

- This Commission produced a plan in 1998 to recruit more umpires, which was reviewed in 2000. The plan aimed to appoint a recruitment officer in the Commission, and also to ask an umpire at each club to take the role of a recruitment officer. Candidates for umpires would be coached and examined through the Commission.
- A specific target was to recruit 12 more female umpires by 2000.
- To assist this a questionnaire was distributed to women ARA members in the region to see why more did not become umpires.

- The review showed that the plan had been successfully implemented. 14 new umpires were recruited, five of whom were women.

Strengths of this approach

- The review concluded that the main factors in improving recruitment of umpires were: careful planning, good communications, good publicity, more direct contact between rowers and umpires at club level, female role models, and regatta organisers to accommodate umpires who want to compete and umpire.
- This case illustrates the benefits of a plan, implementation and review system.

Rugby Town Junior FC

Volunteers at Rugby Town Junior FC are managed by the committee, after initially being recruited, trained and managed by the club's Volunteer Co-ordinator.

Rugby Town Junior FC does not have any difficulties recruiting volunteers. Volunteers are recruited from the ranks of parents who bring their children along to the club's Under 6 age group. Volunteers recruited at this level then move up with that team through the age groups. Rugby's Volunteer Co-ordinator takes responsibility for recruiting and training the volunteers with the Under 6's. He also looks after all the admin and management work and encourages the new volunteers to look after the coaching. This enables the new volunteers to settle into the club and their new role without taking on too much in year one. Volunteers are told how the club runs, what the rules are and what's expected of them. Since putting this system in place Rugby has managed to retain the majority of volunteers beyond their first year at the club. They get very few volunteers joining with the older groups, so it is essential they recruit parents from the youngest age group.

"Most of this club's success is down to the way Sam is running the Under 6's."

"If volunteers are going to leave it will be after a few weeks. Usually if they stay for the first year then they will be with the club until the child leaves."

"We don't really ever get volunteers joining the older groups - U12's or U17's. They nearly all join via the Under 6's. If a volunteer leaves one of the older teams then it is very difficult trying to find a replacement volunteer for these age groups."

Taking part in the VIP scheme and winning the award (1998/1999) raised the profile of Rugby Town Junior FC in the town. Introducing the Volunteer Co-ordinator role has had a major impact on the club's ability to recruit and retain volunteers. Rugby applies for the national VIP award every year, and going through this audit process seems to ensure the club keeps progressing. That they haven't stood still as a result of winning the award is clear to see.

"It's increased our profile in the town getting the award."

"We've had lots of feedback from Sport England, some positive some negative. It's not all positive, they tell you what else you could be doing, how you can improve and develop further still."

"The information Sport England send you is very useful."

Strengths of this approach

Clear recognition of the most important entry point for new parent volunteers. Active recruitment of volunteers by a volunteer co-ordinator at this entry point. Excellent retention because of the clear structure in the club and the culture of continuity.

Continued development with willing acceptance of external assistance from VIP.

5.58 However, it should also be emphasised that in many of the clubs in which focus groups were held, informal 'management' works in the interests of the club and the volunteers. Here the mechanisms are ad hoc, spontaneous, possibly even crisis-motivated, but effectiveness is achieved by a self-help, contribution culture which relies on an absence of formality:

Cricket club

- All committee positions are up for election each year. At the last committee meeting before the AGM, they go through each position and check that they've got someone for each position. However, many committee members have been doing the same role for a few years (Chairman – 6 years, Secretary – 3 years) or have been on the committee doing a variety of roles over a number of years. They change about 4 or 5 members each year, mostly co-opted members.
- The club is not managed: no job descriptions, no way of enforcing someone to the job. They don't want to get involved in any grievance/disciplinary procedures 'how can you discipline a volunteer?'
- They don't get expenses, though if they had to buy stamps, envelopes, etc., the club would pay.
- Communication could be improved, e.g. people don't always get invited to relevant meetings. People can get a bit miffed if they're not invited, but they can also complain about the number of meetings they have to attend.
- Everyone does their bit. People know the jobs and so far it's working.

Strengths of this approach

Culture of self-help and contribution: all volunteers working towards a common goal, committed to the club and cricket.

Conclusions

5.59 The theme of formalisation has run through this chapter for good reason. Less formal means of organising sports clubs are consistent with the main motivations of volunteers and also consistent with the fact that many volunteers do not see themselves as either volunteers or being managed.

5.60 Nevertheless, there are clearly problems in the organisation of many clubs, as there were in the 1995 research. The combined problems of volunteer shortage, recruitment difficulties, excessive duration in post, multiple post holding and increasing workloads demand attention. It would appear from the research that many clubs faced with such problems simply can't find a way out of them. Any external assistance on offer is treated with scepticism because the key volunteers cannot find the time to accommodate such assistance. They are trapped into the volunteer's equivalent of crisis management, which

means concentrating on necessary operational issues and ignoring more strategic matters. The very informality of the way in which many clubs are run may be contributing to these problems.

- 5.61 Any assistance offered to the more traditional, informal organisation of clubs has therefore to be supportive in a way that does not threaten their informality and is easy to take on board. This is a difficult mission to accomplish. The use of language may be very important to breaking down resistance to modest increases in formalisation in dealing with persistent problems. Terms such as 'volunteers', 'management', and 'strategy', are not as appropriate to many voluntary clubs as 'members', 'help', 'improvement', and 'plan'. The mission is to 'help members improve the running of their clubs' not to 'enable club committees to manage their volunteers more effectively'.
- 5.62 A major difference in the 2002 research is the considerable awareness among telephone interview respondents of external assistance, particularly from Sport England via the VIP, from NGBs and from local authorities, although awareness can always be improved. Awareness of potential support is important because although independence is a life-blood for many voluntary clubs, they may need to seek assistance for key problems. External partnerships need not threaten the independence of clubs, although some of the responses by volunteers in this chapter clearly translate the external assistance as either explicit or implicit 'pressure' to change.
- 5.63 Strategic considerations are most evident in NGBs, and are relatively weak in clubs. However, there are examples of clubs in the research which have taken a more formal route to taking on challenges such as recruitment difficulties, by appropriate strategic planning and action. Formalisation is therefore a valid way forward for clubs which are not resistant to the processes involved. Furthermore, it is these clubs that probably offer the greatest potential for development. Sport England and NGBs clearly attempt to use strategic direction as a driver for development in sport.
- 5.64 The other major driver for development is less strategically planned, i.e. an expansion of members because of higher demand for the activity, of which

there are many examples of clubs and sports in the research. But demand-driven development is less predictable and puts sports clubs in the position of being reactive rather than proactive. It also means that the combined problems of volunteer shortage, recruitment difficulties and increased workload are more likely.

5.65 Therefore a twin track approach to improving the way volunteers are organised is necessary.

- Those clubs which are more traditional and informal must not have their informality challenged, but this informality leads to a higher risk of the combined problems identified in the research. To reduce this risk, or to counter such problems, the adoption of simple, formal solutions needs to be encouraged by relevant agencies, principally NGBs but also local authorities. Clubs of this type must be sold the complementarity of suggested improvements with their motivations – to ensure the survival of the club, and to keep volunteers and members happy. The solutions offered should not involve arduous preparation, but should prioritise speed and simplicity of change.
- The clubs which are more disposed to greater formality, often but not exclusively in larger sports, need to be assisted with support which helps them to develop. However, these clubs are just as susceptible to the twin problems of volunteer shortages and workload increases, so the assistance also needs to be graded from the quick and simple measures to the more sophisticated, developmental measures.

5.66 It would appear from the research that NGBs are the most acknowledged and accepted agents for assistance and it is therefore these organisations that hold the key to effective external stimuli to help clubs overcome the combined problems. However, whilst 70% of those NGBs which responded in the telephone interviews were aware of VIP, only 25% had used it. There is a major task to be achieved in converting high NGB awareness into high use.

Chapter 6 Young People and Volunteering in Sport

- 6.1 There were worrying indications in the 1997 National Survey of Volunteering that volunteering in sport appeared to be declining among young people. Whilst the overall percentage of people volunteering for sport has remained more or less constant from 1991 to 1997, it has declined conspicuously in the 18-24 years age group. These findings are based on a total sample of 1,486 in 1997, of which 193 were sports volunteers.
- 6.2 This chapter provides new evidence on young people and volunteering in sport. After describing the characteristics of the sample of young people in the focus groups' survey, the analysis will first concentrate on the attitudes to and experiences of volunteering for young people in sports clubs. Second, all the organisations approached for the telephone interviews were asked about their attitudes to young people volunteering in their organisations, and this same question was addressed in the focus groups with older club volunteers. Any issues concerning young people volunteering were thus explored from both sides – from young people and from older volunteers in sports organisations.

Characteristics of young people surveyed

- 6.3 Twenty-one focus groups were conducted with young people in sports clubs, who also completed individual questionnaires. A total of 94 young people from 12 sports (athletics, badminton, bowls, cricket, football, gymnastics, hockey, netball, rugby union, sailing, swimming and tennis) participated in the focus groups and completed questionnaires. They included one focus group at a university sports club, which is obviously different to the normal club in that all the volunteering roles are taken by young people. The main demographic and socio-economic characteristics of this sample are identified in Table 6.1.
- 6.4 The gender balance in the sample is more even than for sports volunteers generally. In the national population survey results, for example, 67% of current volunteers in sport are male, 33% female; and for the age group 16-24 years similar proportions were evident: 68% male, 32% female. The sample is

quite well qualified, perhaps reflecting the higher socio-economic status of many young people in sports clubs. The 24% with no qualifications is explained by age, 20% of the sample being under 16 years and therefore with none of the qualifications listed.

Table 6.1 Demographic, socio-economic and membership characteristics of the focus groups' sample of young people in sports clubs

| <u>Characteristics</u> | <u>% of sample</u> |
|--------------------------------------|--------------------|
| Age | |
| <16 | 20 |
| 16-19 | 51 |
| 20-24 | 23 |
| 25+* | 6 |
| Gender | |
| Male | 54 |
| Female | 46 |
| Employment status | |
| Full-time employment | 17 |
| Part-time employment | 13 |
| Full-time education | 68 |
| Unemployed | 2 |
| Education: highest attainment | |
| Degree or higher | 14 |
| HE below degree | 7 |
| GCE A level | 24 |
| GCSE grades A-C | 25 |
| GCSE grades D-G | 1 |
| Other qualifications | 5 |
| No qualifications | 24 |
| Years of club membership | |
| 1 year | 15 |
| 2 years | 19 |
| 3 years | 16 |
| 4 years | 15 |
| 5+ years | 34 |

Source: young persons' focus groups, sample = 94

* Even though 16-24 year olds were requested, a few aged 25+ attended the focus groups

Young persons' volunteering

6.5 The main characteristics relating to young persons' volunteering in clubs are identified in Table 6.2. It is important to remember that the sample is non-random, the clubs being selected, after consultation with national governing

bodies, as representative of clubs in their sports, and the clubs selecting the young people to participate in the focus groups. In the focus groups' sample of young people, 49% volunteered for their club, but this is not a reflection of the percentage of young people nationally who volunteer for their clubs – the current sample is biased because it was selected by the clubs themselves.

- 6.6 The other 51% of the focus groups' sample of young people are those who might be seen as those with the most potential to volunteer for their club, young members. These were invited to get views from young non-volunteers. Even this sub-sample might be biased in favour of volunteering, however, since they turned up for the focus groups.
- 6.7 We term the 49% who volunteered as 'young volunteers' and the 51% who do not volunteer as 'young members'. Any results comparing the two sub-samples has to be treated with caution as a total sample size of 94 does not provide reliable results.

Table 6.2 Membership and volunteering characteristics of the focus groups' sample of young people in sports clubs

| <u>Characteristics</u> | <u>% of sample</u> (n = 94) |
|---|--------------------------------|
| <i>Voluntary work at club</i> | |
| Yes | 49 |
| No | 51 |
| <i>Voluntary work for other organisations</i> | <u>% of volunteers</u> |
| Yes | 30 |
| No | 70 |

Source: 94 young people in focus groups

- 6.8 It is not the case that the young volunteers are necessarily the ones who are volunteering in other organisations. In fact a lower proportion of young volunteers (22%) than young members (35%) also volunteer for other organisations. This suggests that a reason for not volunteering at the club for some members is that they are already volunteering elsewhere. The types of volunteering done elsewhere are both sport (40%, mainly other clubs) and non-sport (60%, including charities and schools).

6.9 The main dimensions to the volunteering of the 46 young people who had volunteered at the focus group clubs are presented in Table 6.3. Officer roles include one chair (at a university), and a treasurer (at a netball club). The practical/manual roles include bar duty, cleaning and tidying, and helping at sports events, social events and open days. The administrative roles include attending meetings, fundraising, helping with a newsletter, and a junior representative. About half the volunteers estimated their hours of contribution for out of season, suggesting that the other half did not contribute out of season.

Table 6.3 Volunteering by young people in sports clubs

| <u>Characteristics</u> | <u>% of volunteers</u> (n = 46) |
|--|------------------------------------|
| <i>Volunteer roles</i> | |
| Officers at the club | 9 |
| Coaching, teaching, umpiring | 30 |
| Practical/manual help | 39 |
| Administrative | 23 |
| <i>Average weekly hours of volunteering for club</i> | • Hours |
| In season | 3.2 hours |
| Out of season | 3 hours |

Source: 46 young people in focus groups who volunteered

6.10 According to the focus group discussions, young people most typically contribute to minor activities such as helping to run events, e.g. marshalling, 'haring' in cross country races, fundraising and refreshments. Another common contribution in some sports is helping in coaching (e.g. rugby union, tennis). The extent of young people's volunteering can vary considerably, both between sports and within sports. In bowls there is often a lack of members, let alone volunteers, in the 16-24 age category. At one football club the young people interviewed had no recollection of young people being used as volunteers – the only contributions they had made were to coaching and that was as part of a college course. At the other football club interviewed, approximately 15 young people acted as ball boys, stewards, turnstile operators and other tasks. A similar contrast occurred at the two swimming clubs visited, with one set of young people at the older end of the age range

and knowing no young volunteers and the other younger group involving all the respondents as volunteers.

- 6.11 There are two, more formal positions that regularly occur, however, when a club has a junior section/team – team captains and junior representatives on committees. Very occasionally young people take on senior committee positions.
- 6.12 In HE institutions young volunteers take on a much wider variety of normal volunteering functions, including the main officer roles, arranging transport, selecting and organising teams, organising social events, organising the annual club tour, maintaining the club's website and membership recruitment. They also experienced extra responsibilities, such as lobbying their University on relevant issues.

Attitudes of young participants to volunteering

The meaning of volunteering

- 6.13 Young people in some clubs were inclined to see volunteering as the major, official positions within the club, not as the casual help that they are more inclined to provide. They did not conceptualise volunteering in the gap between the official positions at one extreme, and the helping out that they did, such as putting equipment out/away, making drinks during matches, washing glasses, driving team mates to matches and training, at the other extreme.
- 6.14 In HE institutions there was a blurred distinction between voluntary activity for the club and socialising with the club. A blurring can also occur between voluntary activity and participation, for example in one sailing club volunteering for one young person was "an opportunity to go out in a different boat", whilst for a young person in a tennis club it was an opportunity "to play with different people".

6.15 This suggests that many young people believe that to volunteer requires regular and considerable commitment in a recognised role, a belief that may act as a barrier to volunteering by this age group, or restricts their volunteering to more casual helping, because the more committed roles are often seen as relevant only to older volunteers. On the other hand, it also facilitates volunteering of a more informal, helping kind, since this is not stigmatised as being work or a chore.

Motivations

6.16 In the questionnaire survey of the focus groups’ participants, young volunteers were asked why they started volunteering. Their reasons are summarised in Table 6.4. The most common motivations are personal and altruistic (interest, helping club needs) with material (future work) and social (make friends) motivations less common. As many young volunteers offered to volunteer as were asked, similar to adult volunteers, although because multiple answers were allowed, some respondents remembered both offering and being asked.

Table 6.4 Reasons for young people starting to volunteer at the club

| <u>Reasons</u> | <u>% of sample (n = 46)</u> |
|--|-----------------------------|
| <i>Motivations</i> | |
| It interested me | 52 |
| The club needed volunteers | 52 |
| I wanted to improve things/help people | 46 |
| Other members of my family or friends volunteered | 33 |
| It was relevant to my paid work or what I wanted to do in the future | 24 |
| I wanted to meet people/make friends | 24 |
| Other | 15 |
| <i>Mechanisms</i> | |
| Someone asked me to help | 57 |
| I offered to help | 57 |
| I’m good at it | 35 |
| I thought it would give me a chance to learn new skills | 28 |
| I had time to spare | 22 |
| Other | 4 |

Source: 46 young people in focus groups who volunteered

6.17 In the focus group discussions, young volunteers expressed a variety of motivations for, and benefits from volunteering - from enjoyment to duty, from social reasons to vocational reasons:

- Volunteering was enjoyable to the young people who had experienced it. (athletics, badminton, gymnastics, rugby union, sailing, swimming)
"It's enjoyable because you have responsibility to organise things for the club and you get praise from the members." (badminton)
- Social motives include making friends and extending social networks. This extends to a sense of belonging, e.g. when young participants no longer compete at the highest level. (badminton, gymnastics, rugby union, swimming)
- It enables a young person to get more involved in the club and the sport (badminton)
- Volunteering generated more participation. (athletics)
- A natural progression from competing. (gymnastics)
- The volunteers acknowledged and sometimes relished the responsibility it gave them. They sometimes suggested it gave a sense of achievement. (athletics, badminton)
- Volunteering helped avoid boredom, particularly at events. (athletics, swimming).
- Some young volunteers already had a sense of 'putting something back into the club'. Others suggested they volunteered because of their 'love for the club' (athletics, football, hockey, netball, rugby union, sailing, swimming, tennis)
- Volunteering was also conceptualised as coming from a sense of duty or obligation. (athletics, rugby union)
- It is good for their CVs and for FE or HE applications, and useful experience for future paid work. (athletics, badminton, netball, rugby union, sailing, swimming, tennis)
"Volunteering will help you in any job you go for. It shows that you are willing to help people and that you can help people. It makes you look different on paper" (sailing)
"Being the chairman of the club shows that you can handle responsibility and organise other volunteers" (university badminton)

However, some non-volunteers thought that volunteering in sport would only benefit their CVs if they wanted a career in sport.

- It might lead to other qualifications, and that might increase their chances of a career in sport. (athletics, swimming)
- It is part of current education/qualification, e.g. Duke of Edinburgh Award (rugby union)

6.18 Two young volunteers in the focus groups had volunteered in the cliched circumstance of club AGMs where no-one else would take on the role. A volunteer in badminton had volunteered because their university sports committee had obtained free entry to nightclubs for officials of sports clubs.

6.19 Some young people acknowledged a 'double-edged sword' feature of volunteering that is often cited by older volunteers – that it can be onerous but it is rewarding. However, others explicitly stated that it was a pleasure, not a chore, and young volunteers at a netball club speculated that as schoolchildren they had a more positive view of volunteering than paid workers because they do not have paid work experiences to compare it with.

Barriers to young people volunteering

6.20 Young members who did not volunteer, 51% of the focus groups' participants, were asked why they did not volunteer. The most common reason given was that they had no time to volunteer (51%) followed by 'no-one has ever asked me' (43%). The latter response is disconcerting because it demonstrates unfulfilled potential that can be unlocked by simple measures within clubs. Other prompts drew relatively small responses, including 'no interest in voluntary work for the club' (6%) and 'no interest in any work that is not paid for' (6%), which suggests that this potential source of young volunteers is not heavily constrained by a desire not to volunteer.

6.21 In the focus groups, young people were asked what prevented more young people from volunteering in their clubs. Their answers disclosed not only problems attracting young volunteers but also in retaining them.

- Too time consuming – young people are ‘too busy’. (athletics, badminton, football, bowls, hockey, netball, rugby union, swimming, tennis) Partly this derives from a perceived conflict between their sport, their education and their employment (e.g. part-time jobs). This competition for time extends to include a social life, competing for other clubs (e.g. school) and participation in other sports. Also, as suggested above, young people may believe that volunteering requires a commitment of large amounts of time. (athletics, badminton)

“Sometimes they ask you on days or nights when you can't actually do it but you feel that you have to do it. At the moment we've got jobs and college so if we're not at college we're at work or training. So if people say can you hare this Saturday we're quite often working or studying but I know that if I don't do it then they won't have anyone and that's bad for other people so I feel that I have to do it but I don't really have the time.”
(athletics)

“Everyone tells you that you should be doing 'X' amount of exercise each week to lead a health lifestyle and now it seems that we're expected to volunteer as well, along with everything else such as working and studying; you can't do it all.” (swimming)

- Perceived as too onerous/demanding, involving long term commitment. (athletics, badminton)
- Responsibility is off-putting for some young people. (badminton, rugby union)
- A perceived conflict between competing and volunteering. Young people don't want to be volunteering before a match/event. Some even felt that volunteering might hamper their game/fitness because of the time involved. (athletics, badminton, swimming)
- A preference for a variety of activities rather than devotion to just one. (athletics)
- Prioritisation of playing over volunteering, by the club, not the young person. Sometimes this amounts to an active discouragement by the club of young people volunteering, with the view that young people should be maximising their participation potential and experience instead. (athletics, netball, swimming).
- A simple preference for playing. (badminton)

“Young people just want to play. Older people have more time to give and more experience.” (badminton)

- Unsocial hours (football)
- Transport constraints, e.g. reliance on parents. (hockey, rugby union)
- Lack of interest in volunteering. One young person suggested that it is ‘uncool’. (cricket, football, tennis)
- Only interested in paid employment. (tennis)
- They simply haven't been asked. (athletics, bowls, hockey, swimming, tennis)
- They are not aware of existing opportunities. (athletics, badminton, tennis)
- Lack of opportunity/vacancies in the club, because the same people fulfil all the roles, possibly in a hierarchical structure. (athletics, badminton, netball, swimming, tennis)

“Older people who have been here for years and they don't think it's right that younger people should come in ... If we wanted to get on the committee I don't think that would ever be on.” (tennis)

- Lack of encouragement to volunteer, from older volunteers. (netball, swimming, tennis)
- Lack of young participants/members – the source of young volunteers. (bowls, sailing)
- Perceived lack of skills or confidence that they know enough about the club/sport. (badminton, sailing, sailing)

“They don't know what's involved. No one explains what they've got to do so they just think ‘Oh no, it's going to be really difficult they're going to expect so much from me’.” (sailing)

- The requirement to gain a qualification to be able to fulfil a task (athletics)
- Once one person is doing the job, they don't ask anyone else. (athletics)
- The 'faceless committee'. Young people don't necessarily know who the committee members are and so wouldn't know who to approach if they were interested in volunteering for the club. (athletics)
- Child protection guidance – two junior coaches were concerned that the separate toilets required for children was discouraging clubs from providing for young people. (bowls)

6.22 Another barrier emerges from recruitment difficulties known to exist in a club. It demonstrates a 'multiplier' effect whereby knowledge of a shortage of volunteers leads to a greater reluctance to volunteer. For example the lack of volunteers means that people are required to do a full day of marshalling instead of just half a day.

"You can't [volunteer on a casual basis] at our club because there aren't enough volunteers, so if you offer once then you have to keep doing it because they know you can do it. If there were more people we could do it more casually" (athletics)

6.23 A different kind of barrier acknowledged by a few young people was the fact that many potential young volunteers left clubs and areas to go to university. (hockey, netball)

6.24 Most of this analysis of barriers to volunteering is constraints based; it assumes that if these barriers were removed then more young people would be interested in volunteering. An interesting contrast to this approach came from a young volunteer in rugby union who claimed that young people have more time than other people in full-time jobs, and from young volunteers in a cricket club, who didn't think people in their age group faced any barriers to volunteering, they just can't be bothered. It is worth remembering, however, that in the sub-sample of 48 young people surveyed who were not volunteers in their clubs, lack of interest was not a major reason for not volunteering for most of them. This sub-sample may be biased, of course, being hand picked by the clubs. So the question of just how many young participants are simply not interested in volunteering in their clubs remains an open one.

Problems for young volunteers

6.25 Table 6.5 identifies the responses, by the sub-sample of 46 who volunteered in their clubs, to issues prompted in the questionnaire. The most commonly acknowledged issues for young volunteers are the same as those identified by volunteers generally, see Chapter 4. These are the lack of other volunteers (58%), and the consequent higher loading on existing volunteers (44%), as

well as another indication of the time squeeze (38%) and the competition for this time (31%).

6.26 The young people interviewed were asked to list the most important issue out of those listed in Table 6.5. 34% of the young volunteers identified the lack of other people willing to volunteer as the most important issue, whilst 16% identified as most important the work being left to fewer people, 16% the lack of time, and 16% the clash of volunteering with other things. Clearly the lack of volunteers and time pressures conspire to create the major problem for young volunteers.

Table 6.5 Issues affecting young volunteers

| <u>Issues</u> | <u>% of sample</u> |
|--|--------------------|
| There are not enough other people willing to volunteer in the club | 58 |
| Increasingly the work is left to fewer people | 44 |
| I don't seem to have enough time | 38 |
| Volunteering clashes with other things I do with friends and family | 31 |
| Things could be better organised in the club so you feel your efforts are sometimes wasted | 13 |
| Too much specialised work is needed | 9 |
| I need to spend my spare time earning money; I can't afford to volunteer | 7 |
| I am not appreciated or thanked for my efforts in the club | 4 |
| Other important issues | 18 |

Source: 46 young people in focus groups who volunteered

6.27 In the focus groups the problems highlighted by young volunteers included the following.

- Not enough time to fit in all the other obligations, work and preferences. (sailing, swimming)
- Too few volunteers. (athletics)
- Last minute requests to help mean that volunteers are not always available or it is inconvenient. This in turn creates feelings of guilt for not helping or increases the time pressure on the volunteer if they agree to help when they should be doing something else. (athletics)
- Too demanding. (hockey)

“... it’s too much hassle. I captained the 3rd team ... and with being at school every day you don’t have the time to contact people during the day, whereas if you were at work you could.” (hockey)

- Conflicts between competing interests. (sailing)
“I haven’t sailed in a race for so long because I’ve been doing so much cricket mixed in with the sailing teaching that I just haven’t had enough time. But I prefer doing it (volunteering)” (sailing)
- Discouraging attitude by older volunteers (tennis)

6.28 They also suggested solutions to these problems, which are reported below, although these were not always compatible with volunteering, e.g. ‘Make it compulsory that all young people have to do a small amount of voluntary work for the club each year.’

Management of young volunteers

Recruitment

6.29 A few clubs had made an effort to recruit young volunteers. One football club had gone into schools, and advertised in programmes, newsletters or over the tannoy at half time. However, most young volunteers at this club got involved via their parents, who were already linked to the club.

6.30 Young people recognised the means by which more of them could be encouraged to volunteer. First, 19 of the 48 focus groups’ sample who did not volunteer for their clubs gave factors which would make volunteering more attractive to them. Eight of the 19 responses related to the simple need to advertise, ask and inform young members about the club’s need for volunteers. Four of the responses suggested payment, which of course would then not be volunteering. The other seven responses were a mixture of requests, all of which are within the power of clubs to fulfil, such as involving more juniors on committees, and making the voluntary contributions more interesting.

6.31 Second, in the focus groups’ discussions the following factors were suggested:

- Ask more young people more often. (athletics, hockey, rugby union, swimming)
"They don't ask people to be volunteers, they don't ask people to help them and then, when they don't have enough people on the day, they are panicking that they haven't got enough volunteers, enough people to do this and that because they don't ask anyone beforehand" (athletics)
- Publicise the need more widely. (swimming)
- More organised approach to ensure that people are asked well in advance. (athletics, rugby union)
- Encourage and support potential new volunteers. (sailing)
"It would just help if someone said 'look we don't expect loads and loads from you'" (sailing)
- Have a junior representative/co-ordinator to recruit volunteers from this age group and sit on the main club committee. (athletics, hockey, football, rugby union)
- A recognition/reward/awards evening for all volunteers, including the young. (athletics, sailing)
"It's always nice to have something to go up for at the end of the year, and it's even got your name on it! It's especially nice if you've spent so much time instructing that you've missed out on some of the races, so you don't get cups or trophies for that, but you do get something which recognises that you have been doing other stuff for the club." (sailing)
- Attract more young people as participants. (athletics, badminton, sailing)
- Make young people feel more valued as members. (swimming)
- Direct incentives, e.g. free equipment, lower club fees. (badminton, swimming)

6.32 Young people typically saw recruitment of volunteers as coming from a direct approach, i.e. another volunteer asking young people to help. As an incentive, some clubs do pay for young people to gain a qualification appropriate to the task they are being asked to help with, e.g. coaching. (athletics)

Management

- 6.33 The degree of 'management' of young volunteers was as varied as management in clubs generally (see Chapter 5), i.e. from clubs where there was minimal guidance for young volunteers (football, hockey), to those where there was guidance from those who they work with most closely. Even when young volunteers in a sailing club were supervised and had training in instructing, they still felt that there was no formal management.
- 6.34 Young volunteers with more formal guidance appreciated that they were not expected to do anything on their own. They felt a valued part of a team and respected for that. (athletics, badminton). In a swimming club there was support and advice for trainee swimming teachers by coaches. Clear instruction was appreciated. Young volunteers in a cricket club suggested that they are not treated any differently from older volunteers. Young volunteers in a sailing club appreciated formal recognition in the form of year end awards for volunteering. The same club had an informal volunteer co-ordinator, which took a lot of time but was appreciated.
- 6.35 Those less 'managed' felt comfortable with the 'hands-off' culture. They felt that the way volunteers were organised in their clubs was flexible, relaxed, social and not too pressured.
- "We're not really expected to do anything; we do it of our own accord because no one says 'do this' and 'do that' to make sure it's done."*
- "You just know things are going to get done with the people that we've got. You've got confidence in everybody".* (badminton)
- "We're given quite a lot of freedom in how we instruct."* (sailing)
- A feature in such a management culture is multi-tasking, with good team work and blurred responsibilities between roles and tasks.
- 6.36 In contrast to the less managed culture, there are a few examples where young people at the club are asked to do tasks.
- "If they get told to do something they do it."* (hockey)
- 6.37 In HE institutions some training is offered by student unions in running clubs, health and safety, and finance.

6.38 In the survey of young volunteers, they were asked to identify the best and worst features of the management of young volunteers in their club. The most commonly cited best features (i.e. by four or five young people) were being treated equally and given responsibility; unspecific good management; and good encouragement and support. The most commonly cited worst feature of the management of young volunteers was general aspects of poor organisation within the club, identified by six young people.

6.39 The means by which the management of young volunteers could be improved was identified by the young people in focus groups as follows.

- Plan the need for volunteers and rotate the task among several people. (athletics)
- Better briefing/training. (athletics, sailing, tennis)
- Deputising and shadowing by younger volunteers. (athletics)
- Rotate the tasks.

"I don't mind volunteering but I think they should change what we do every so often rather than doing the same thing." (athletics)

- More formalisation, e.g. job descriptions for key volunteers; a volunteer co-ordinator. (badminton, swimming)
- More flexible job descriptions (swimming)
- Opportunities need to be linked to increasing knowledge, e.g. develop coaching skills, have an opportunity to learn from other volunteers. Clubs should develop volunteers for the future, e.g. club coaches. (tennis)

It is noticeable that all these suggestions involve greater formalisation in the way volunteers are organised.

6.40 A good practice example of attitude and management of young volunteers is identified in one tennis club:

Sutton Coldfield Lawn Tennis Club

• Young volunteers' views

All six in the focus group had positive views and talked of the attractions of volunteering. All became involved because the coach asked them to help out. They have progressed in responsibility; first starting by 'hitting with younger players', then gradually taking on more responsibility in coaching.

• Attractions

Tennis volunteering can be a useful selling point on the CV – they need to show that they do something other than study/socialise. It is a useful talking point in interviews. Volunteering, rather than paid work, is more highly regarded by some potential employees (the view of one young volunteer currently doing interview rounds).

The club is a friendly set up – “not an effort to come and do it all the time”. There is equal treatment (“don't get shouted at”).

The young volunteers enjoy working with children and giving something back to the club.

They receive support with training and gain the Tennis Assistants Qualification.

Once young people have the qualification the coach may try to look at obtaining some funds to pay them for their coaching: this would move them away from volunteering, but it is seen as an incentive by the young volunteers.

Issues

Concern that the older volunteers leave the organisation of some events, which the young volunteers are assisting with, to the last minute.

Some of the young people wanted to get other younger members involved but there was a feeling that others did not understand the personal value of volunteering as a sociable, interesting activity (with some external value) and for the club's benefit.

Attitudes to young people volunteering

- 6.41 The young people surveyed in focus groups were asked what they felt the attitudes of their clubs were to young people volunteering. The responses to the prompts offered are identified in Table 6.6. In the main they are positive about club attitudes to young volunteers, with the most commonly agreed statements referring to the importance of volunteering to young people and the importance of young volunteers to the club. However, there are a couple of negative perceptions where a significant minority of young people agreed. These are the 39% who think that clubs feel not many young people are interested in volunteering, and the 22% who think clubs feel that young people are risky/unreliable.

Table 6.6 Young people’s perceptions of clubs’ attitudes to young people volunteering

| | Agree | Neither agree nor disagree | Disagree |
|---|--------------------------|----------------------------|----------|
| Prompt | <i>% of young people</i> | | |
| The experience of volunteering is seen to be good for young people | 70 | 26 | 5 |
| Young people are seen as important to the club and recruited as volunteers | 64 | 22 | 14 |
| Club members think that not many young people are interested in volunteering at this club | 39 | 40 | 21 |
| Young people are viewed as risky because they are seen as more unreliable than older volunteers | 22 | 28 | 49 |
| Young people are viewed as having too many demands on their time to volunteer | 20 | 47 | 33 |
| Older club members and volunteers don’t trust young people to take on more responsibility | 29 | 29 | 43 |

Source: 94 young people in focus groups’ survey

6.42 Clearly these are only the perceptions of young people but if they are shared by significant numbers of young non-volunteers it will be another barrier to them becoming volunteers, whether or not it is accurate. The accuracy of these perceptions is identified by examining the older volunteers’ responses to similar prompts, in Table 6.7. These older volunteers share the positive perceptions of young people in respect of the value of volunteering for young people and the value of young volunteers to the club. Club volunteers also confirm the young people’s perceptions of them in respect of not many young people being interested in volunteering at their clubs, and having too many demands on their time.

6.43 The biggest difference between young people’s perceptions of their club and the opinions of the club volunteers concerns the view that young people are risky and more unreliable – club volunteers are far less pessimistic in this respect than young people expected them to be, with just 8 per cent

agreeing. This difference may be a reflection of the fact that young people don't always have the confidence that they could fulfil voluntary roles, as suggested in the barriers section above.

Table 6.7 Club volunteers' attitudes to young people volunteering

| | Agree | Neither agree nor disagree | Disagree |
|---|-----------------------------|----------------------------|----------|
| Prompt | <i>% of club volunteers</i> | | |
| The experience of volunteering is good for young people | 93 | 6 | 1 |
| Young people are important to the club and should be recruited as volunteers | 93 | 6 | 1 |
| Not many young people are interested in volunteering at this club | 48 | 38 | 14 |
| Young people are risky as volunteers because they are more unreliable than older volunteers | 8 | 40 | 52 |
| Young people have too many demands on their time to volunteer | 27 | 41 | 31 |
| It would take too much time to train, mentor and support young volunteers | 5 | 23 | 72 |

Source: focus groups' survey of volunteers, n = 308

6.44 In the telephone interview responses, a mixture of attitudes to young people as volunteers was evident. At one extreme, the issue was irrelevant in a couple of sports where paid staff were the norm (e.g. Taekwondo), and 38 clubs in 16 sports suggested that they had few participants in this age group and therefore felt the issue was not really relevant to them, e.g. clay pigeon shooting, croquet, popular flying. This view extended to some surprising sports, e.g. tennis. To some sports a lack of junior participants, and by inference volunteers, was a clearly acknowledged problem, e.g.

“No young members at all – no juniors. It is a very serious national problem.”
(club secretary, cycling)

6.45 At the other extreme most sports, even the sports that are dominated by older members, felt that in principle it was a good idea to involve young people as

volunteers. Many, though, expressed this in a passive way, such as ‘we would welcome them’, ‘great idea’.

“It would be nice, as it would produce a stream of people then coming on, but most (volunteers) tend to be those people’s parents.” (skiing NGB)

6.46 Relatively few expressed an active history or desire to promote young volunteering, echoing a barrier identified above by young people – they are not asked. Only a few clubs in the telephone interviews, however, admitted to not having tried to get young volunteers – the suspicion is that a lot more have simply not tried. In the focus groups with older volunteers, none of the clubs had a policy or strategy to actively engage young volunteers. One or two had tried in an ad hoc manner to attract young participants (the main objective), from which a spin-off might be the development of young volunteers. For example, one cricket club had in the past approached schools, scout groups and a youth group and entered into a partnership with a local employer, getting kids down on a Saturday morning to play cricket, hoping they would progress and join the club – all with little success.

6.47 A few sports identified no problems with recruiting young people as volunteers and testified to young people volunteering in their sports. Success with young volunteers was heralded by 14 clubs in the telephone interviews.

“There is a growing number of young people becoming involved which is a positive move for the sport,” (English Basketball Association officer)

“30% of BCCMA volunteers at competitions are in this age group. 10% of judges are under 24.” (chairman, British Council of Chinese Martial Arts)

“A good number of our volunteers are below 24 years old. They play an extremely important part in the club’s work.” (club secretary, canoeing)

6.48 Eight of the young persons’ organisations in telephone interviews suggested they had no difficulties getting volunteers. For the recruitment of young volunteers this was attributed by some organisations to the Millennium Volunteers initiative.

“Millennium volunteers and the Prince’s Trust have increased volunteers. Increased competition in the job market has led to people wanting work experience; Millennium volunteers has been very helpful.” (YMCA)

- 6.49 Of the schools surveyed in the telephone interviews, only half were favourable to young people volunteering, with a fifth against the idea. Of the favourable schools, eight tied the volunteering to formal qualifications, such as CSLA or A level PE, which is not really volunteering. Eleven schools had pupils helping in a voluntary capacity, as part of general development of personal skills. *“We have a sports personality achievement award, part of this involves them taking on a club [helping to run it] in year 11. They make decisions, who’s going to play etc.”* (School teacher)
- 6.50 Six of the ten disability organisations surveyed in the telephone interviews are keen to have young people volunteering. In universities, volunteering by young people is the norm but in FE colleges there was very little use of young volunteers, unless it was part of formal qualifications such as those for schools above.
- 6.51 In the focus groups, gymnastics clubs regularly developed young participants into assistant coaches after they had gone beyond their peak in competitive performance. Another positive example of young volunteers in the focus groups came from a sailing club:

Hill Head Sailing Club

At this club there are 30 young volunteers under 24 years old, 20 of whom are regular sailing teachers on the club's training courses. They are seen by older volunteers as very reliable, “a great resource”.

The club has no formal policy but use of young volunteers has developed as junior sailing training and provision has developed.

“Children aren’t frowned upon here. We’re members of other clubs where children should be seen and not heard, and ‘for God’s sake get them out of here’. The club is very open towards children and youngsters, they are very much encouraged to participate in the club” (Committee Member and Bar Assistant).

“Volunteering for youngsters is another way for them to get out and enjoy what they enjoy doing” (Race Officer and Bar Assistant).

“The youngsters have become very keen on helping” (Trustee and Senior Instructor). *That’s what I have been really impressed with since joining - the youngsters coming up. Where does that keenness come from?”* (Bar Assistant and general volunteer).

Young volunteers are very good at not making other young people or adults inadequate when they are learning.

The only disadvantage mentioned is that you can lose a great resource at 18 years old when they go into HE. You lose that investment just as they are

becoming most useful but they often return during the holidays and continue to volunteer at the club. The ethos of the club is that you help others as you develop so hopefully even if they don't return to the club they will help others in sailing somewhere else.

- 6.52 In the focus group featured earlier (Sutton Coldfield Lawn Tennis Club), which had been particularly successful in attracting young volunteers, this was deemed to be due to the direction of the coach, whose first target is to get young people involved in volunteering: *"I make them feel that they have to put time back in."* He felt that the message had to be put across clearly: *"Get it sown in at an early age, you know we can do this for you and you do this for us, then when they get to the age that they can be of benefit to the whole club, then it's easy, it's not a problem."*
- This was an interesting approach, because this club had juniors helping younger players, yet other clubs felt that juniors were too young to help. The reactions of the young volunteers at this club are clear to see in the case study featured earlier.
- 6.53 Most NGBs were supportive of the idea of developing young volunteers, although the support is often conditional, e.g.
- "Good idea but training would be needed,"* (NGB cycling)
- "No problem, if they are happy to do the job and do it diligently. If they've got the capability we welcome them,"* (NGB aikido)
- "Quite happy as long as we are able to support them and give them necessary training. That's our problem,"* (NGB rounders)
- 6.54 Also, whilst most NGBs and clubs were supportive of the concept, many of them disclosed problems in practice, such as young people being too busy playing, or going off to university. For some sports there was a clear difference between the eagerness to recruit young volunteers in principle at NGB level, and the problems being cited at club level.
- "Should be more young volunteers; never seen any young volunteers. The old guard are in charge and it's difficult to release them. Doesn't open up any doors to anyone else. But our publicity doesn't seem to work. Young people probably don't know we exist. We're not attractive to young people –*

committees etc. Who wants to sit on a board with old people talking about the good old days?" (NGB manager)

- 6.55 The most commonly cited problem from NGBs and clubs concerning young people volunteering identified a conflict between young people competing in and volunteering for their sport. This was most commonly expressed as a feeling that young people prefer to participate rather than share their efforts in order to volunteer. In a few sports it was expressed as the policy of the club for young people to concentrate on playing rather than volunteering. In the older volunteers' focus groups, athletics and swimming are the clearest examples of sports where many feel that young people should be competing not volunteering. This contrasts with the views of some young people in athletics and swimming, reported above, who felt that volunteering might reduce the boredom of competitions where there is a lot of time between their events.

"Would be great but not interested in doing anything other than playing. Juniors expect everything to be done for them and so do their parents," (club secretary, basketball)

"We'd love to but the young ones we have just want to turn up and play, and not have responsibility." (club secretary, squash)

"Because of the demands of the high volume work that is expected of swimmers, most do not have the time. Holding down a job, even if only 30 hours per week plus 17 hours in the pool and an extra 7 hours gym/fitness work as well as travelling, competitions at weekends etc is a gruelling regime." (club secretary, swimming)

- 6.56 Some NGBs and clubs had tried to recruit young participants as volunteers but had found it difficult. Clubs sometimes perceived young people to be too busy or just not interested to volunteer.

"We'd jump at it if we could get volunteers at that age. I'd willingly step back if there were people who could take over. Trying to get 20-30 year olds to commit is very difficult," (club secretary, netball)

"Young people do not appear to want responsibility. We tried to get a junior section run by a junior but no one volunteered." (club secretary, table tennis)

“I’d be over the moon if we could get them but it’s like trying to get blood out of stone. They help occasionally with teas and refreshments but it’s very difficult to get them to help in any other way.” (club secretary, athletics)

6.57 Even at universities, where volunteering by young persons in sport is a strong tradition and essential to the continuation of club, similar problems emerge. *“Many students now work or study on Wednesday afternoons, rather than playing sports. As a result of this, less people make themselves available to run clubs and volunteer their time.”* (university)

6.58 Representatives of five clubs in different sports suggested that young people were less reliable as volunteers than older volunteers. *“16-25 not always reliable because of other social and sporting activities.”* (club secretary, netball)
“Acceptable if you can induce them to volunteer but experience tells us that people of a more mature age tend to be more reliable.” (club secretary, cycling)

6.59 An important problem identified explicitly in eight clubs and four youth organisations in the telephone interviews, is that young people are more inclined to leave the club early, because of moving area to attend university. This was acknowledged in many of the focus groups with older volunteers, e.g. cricket, badminton, gymnastics, hockey, netball and tennis, particularly in those locations without a university. *“Most of the young people go to university and have gap years. It’s a waste of time trying to get them on the board because they will miss meetings. So after they have finished university is the only realistic time you can get young people onto boards.”* (NGB eton fives)
“We’ve got loads of young people up to 16 but then there’s nothing 17 - 19 when they are doing their A levels and working on Saturday’s. But when they come back after uni they might start volunteering again. So I would say our youngest volunteer is 21.” (hockey club)
“At one time you would have a steady stream of 18 year olds committing themselves to becoming officers. But [now] they go away to university.” (Girls Brigade, District Commissioner).

- 6.60 However, only a third of appropriately aged young people attend university, so the comments above may be a reflection of the socio-economic bias in young members of sports clubs towards higher socio-economic groups, where university participation is higher. Nevertheless, university participation is targeted by the government to rise to 50% of 18 year olds, so this issue will increase in importance as a consequence. Two cricket clubs had actually considered active recruitment of young players from schools in their areas which were less likely to produce university entrants – in the hope of a longer adherence to the club by young people.
- 6.61 One unknown consequence of losing actual or potential young volunteers to university is ‘do they return to volunteer elsewhere later?’. There was no suggestion by the clubs claiming to have lost young people that they returned after university. This suggests that a gap in volunteering occurs between higher education and clubs. In Tables 3.2 and 3.3 (Chapter 3) 20-24 year olds provide the lowest proportions of sports volunteers, although in Table 2.3 the volunteering rate of 16-24 year olds was the highest of the four age groups. This issue of what happens to volunteers after they leave university is therefore one that is inconclusive in this research, and worth further investigation, particularly with the importance of volunteering to sport in universities, and the higher number of 18 year olds entering university.
- 6.62 Another issue was only perceived as a problem by three clubs and one youth organisation: i.e. the feeling that young people would only do something if they are paid money.
- “You pay them and you will get the people. We’re not the only club, they all have this problem.”* (football club)
- “Young people, if they get their governing body awards, e.g. BCU, BMC, they want to go somewhere where they’re going to get paid. My son won’t volunteer – he says I’ve invested £10K why should I volunteer?”* (Air Training Corps Instructor)
- 6.63 A more common response on the issue of pay is the competition for young people’s time between volunteering and paid part-time employment.

“Students are more concerned with earning money, as they are increasingly poor due to lack of government funding. This has caused a decrease in those willing to volunteer.” (university)

6.64 But even with all the problems, some people still recognise the need for young volunteers.

“In order to promote speed skating to young people, you need young volunteers to act as role models, not grey haired people like me” (club secretary, inline speed skating)

Although others are more pragmatic:

“We take the line that while there are sufficient established, older volunteers who are still involved in the club and prepared to do the job, we know that the club is being organised and organised well. So we're not too worried about the fact that the juniors don't volunteer” (badminton club)

6.65 In the older volunteers' focus groups a number of advantages to young people volunteering were identified, which match the motivations identified by young people specified above. These advantages include the following

For the club:

- willing/flexible/reliable/energetic - great for one off, simple tasks (athletics, sailing)
- Can bring new life and fresh ideas into the club. (badminton)
- One or more young volunteers in a club can encourage other young people in the club to volunteer. (badminton)
- Young people do not require special treatment. (badminton)
- New ideas/perspectives. (swimming)
- They communicate what they do not like about the club. (swimming)

For the young person:

- a way in which young people can feel part of the club (athletics, sailing, swimming)
- young person's personal development (athletics)
- gives them an insight into what it takes to run a voluntary club and a competition. (swimming)

6.66 The older volunteers' focus groups also identified disadvantages to young people volunteering which echo many of the problems reported by the young people themselves. These include:

For the club:

- Less capacity, experience and knowledge for some of the more demanding positions and tasks (athletics, swimming)
- Young people's commitment to and availability for volunteering may be less than that of more mature volunteers because of other sporting, employment, educational, and social commitments. (badminton)
- Difficult to retain because of the expansion of higher education (athletics, cricket, hockey, netball, sailing)
- Can be perceived as being unreliable. (badminton, swimming)
- Perhaps need more training to do the same job as a more mature volunteer would do. (badminton)
- Require closer supervision than older volunteers. (swimming)

For the young person:

- adds to the pressure from education and sports participation (athletics)
- Some voluntary roles at galas can be very boring for young people.

Conclusions

6.67 For young people, informality is important. They often do not even recognise helping with activities as volunteering, but they stereotype volunteering as just the serious, committed, officer roles in clubs. They commend an informal, flexible, relaxed management culture.

6.68 Nevertheless, there are formal recruitment and management mechanisms which complement an informal culture – they are not mutually exclusive. So young people need to be asked to help more systematically – the current support for young people as volunteers is largely 'in principle' and is too passive. Lack of interest in volunteering does not appear to be the major constraint to turning young participants into young volunteers, according to the sub-sample of young members in the focus groups. However, this sub-sample is probably biased in favour of volunteering and lack of interest may account for the low turnout for the focus groups. Young people, like older

volunteers, need support, guidance and recognition – without undermining the enjoyment of their contribution and without turning their help into a chore for them.

- 6.69 However, there is a conspiracy of problems recognised by young people and older club volunteers alike, concerning recruitment of young volunteers. Simplified in the term ‘not enough time’, the problem centres on a competition for active young people’s time between participation, education, employment, a social life and participation in other activities. This problem is exacerbated by two considerations: first a misunderstanding by many young people with the potential to volunteer, that volunteering has to involve a serious, regular time commitment; and second by a lack of volunteers in clubs, such that any new helper is in danger of being immediately overloaded with tasks and responsibility.
- 6.70 But volunteering doesn’t have to be a serious, regular time commitment and this message is needed to attack the apparently immovable ‘time squeeze’ problem. New volunteers should be allowed to enter into their roles on their terms, not be overloaded too early. If volunteering for young people starts with simple, helping tasks which are hardly distinguishable from participation and social activity, then the time barrier is already being eroded and it leaves the young volunteers open to suggestion for other contributions, e.g. coaching, fundraising, etc.
- 6.71 The main conclusion in consideration of young people and volunteering in sport, therefore, is that the main problems identified can be attacked with management solutions which strengthen the main motivations of young volunteers rather than undermine them. There are inspiring examples within this research to suggest how this might be done.

Chapter 7 The benefits of volunteering in sport

7.1 Volunteering has benefits for three different sets of people: the volunteers themselves, the organisations they help, and the communities they volunteer in. This chapter elaborates on these three sets of benefits, using the information primarily from the focus groups with volunteers and young people, and a survey of 50 local authority officers. The questions on benefits typically occurred towards the end of the focus groups, so the responses were typically short and focussed.

Individual benefits from volunteering

7.2 The most commonly cited benefits from volunteering for individual club volunteers are identified in Table 7.1. They mirror closely the motivations of volunteers discussed in Chapter 4 (see Table 4.3). Clearly it is social benefits that dominate, with volunteers in over half the focus groups identifying the benefits of friendship and associated personal advantages from their volunteering.

“Older volunteers and their wives take weekends away together and have a strong friendship bond. They have been doing this for 25 years.” (cricket club)
This echoes the main motivation for volunteering, listed in Table 4.3 - social benefits.

7.3 Enjoyment is the second most cited benefit and another which relates to the individual's intrinsic rewards from volunteering. The top two benefits for individual volunteers are important to acknowledge in the context of increasing pressures on volunteers in sports organisations to 'perform' more professionally in their voluntary roles. Greater efficiency in voluntary sports organisations should not threaten the primary motivations of the core volunteers running most of these organisations.

7.4 Enjoyment is closely followed in Table 7.1 by a set of satisfactions which are more altruistic in nature, including satisfaction from 'giving something back' (a common phrase used by volunteers), from helping the club do well and from keeping the club going. These satisfactions are more compatible with

developments in the efficiency of voluntary organisations than intrinsic social benefits and enjoyment. However they also interact with the social and enjoyment benefits:

“For me personally the benefits are what I can give to the kids, things that I didn’t have. Plus, there is a nice feeling at the end of the day of having put something back. We’re a community within a community. It’s nice to be a part of it” (chair, rugby club)

‘Giving something back’ is a benefit which echoes the second most important motivation for volunteers, as identified in Table 4.3.

Table 7.1 Individual benefits from volunteering in sport

| Individual benefits | Number of adult volunteers’ focus groups <i>(n = 51 groups)</i> |
|--|---|
| Social benefits, e.g. friendship, camaraderie, somewhere to go, being part of the club | 26 |
| Enjoyment | 18 |
| Fulfilment from helping others/giving something back | 17 |
| Satisfaction (unspecified) | 14 |
| Pride in helping the club and its participants do well | 11 |
| Satisfaction from keeping the club going | 8 |
| Achievement/rewarding/challenge | 8 |
| Satisfaction from seeing youngsters succeed/get better | 6 |
| Sense of belonging – to the club and the wider (sports) community | 5 |
| Opportunity to gain new skills; personal development | 4 |
| Uses time while children participate | 3 |

Source: 51 focus groups with club volunteers

7.5 Other individual benefits from volunteering mentioned in one or two focus groups include stress release, self-fulfilment, maintenance of involvement in the club after finishing playing, involvement with (own) children, ability to influence the future direction of the club, application of skills from paid work, and the opportunity for leadership.

7.6 For young people the benefits from volunteering differ in two key respects from adult volunteers. First, young people are much more likely to

acknowledge the functional benefit of volunteering to their CVs and qualifications, first and fifth in their list of benefits in Table 7.2. Second, several focus groups acknowledged that volunteering can help young people gain empowerment and recognition.

Volunteering “empowers young people in the club, involves them in the club, and raises their level of importance to the club, raises their profile”. (swimming club)

- 7.7 In other respects, however, young people are similar to adult volunteers in their responses on the individual benefits of volunteering. Social benefits and enjoyment are high in the list, as is the altruistic benefit of satisfaction from helping others.
- 7.8 Table 7.2 also provides a comparison between what young people suggest are their benefits from volunteering, and what adult volunteers thought the benefits of volunteering were for young people. A marked difference in opinion concerns the sets of personal functional skills, i.e. organisational skills, interpersonal skills and personal development. In each of these cases adults were more likely to cite these as benefits for young people than young people themselves; adults may be correct in their perceptions, but young people are less likely to share these perceptions. In contrast, adult volunteers clearly underestimated the importance to young people of social benefits and enjoyment from volunteering. Such misperceptions may present subtle barriers to the recruitment of young volunteers from within clubs.

Table 7.2 Young persons' benefits from volunteering in sport

| 15 Benefits for young people | Number of young persons focus groups (n = 21 groups) | Number of adult volunteers focus groups (n = 51 groups) |
|--|---|--|
| CV building (including helping to get later employment) | 10 | 6 |
| Social benefit, e.g. meeting people | 8 | 1 |
| Enjoyment | 7 | |
| Satisfaction (from helping) | 6 | |
| Qualifications, e.g. coaching | 4 | 3 |
| Rewarding experience | 4 | |
| Respect/being appreciated | 3 | |
| Learning to take responsibility | 3 | 3 |
| Organisational skills, e.g. discipline, responsibility, leadership | 3 | 6 |
| Personal development, e.g. building confidence, self esteem | 2 | 6 |
| Interpersonal skills, e.g. communication, learning to relate to adults on an equal footing | 2 | 5 |
| Influence the way the club is run | 2 | 2 |
| Transferable skills (unspecified) | 2 | 1 |
| Empowerment, power | 2 | |

Source: focus groups with volunteers (51) and young people (21)

- 7.9 Other benefits identified by young people in one of the focus groups included learning a lot, contributing to a successful club, increased participation, giving something back, learning from the experience of others, and a positive experience for later in life.

Benefits to clubs from volunteering

- 7.10 The benefits of volunteering to clubs perceived by both adult volunteers and young persons are very straightforward, see Table 7.3, and the main response from an open question emphasises the obvious but important point: without volunteers, clubs would not exist. Sometimes this essential characteristic is expressed in a more specific way:

“The club may fold unless younger people are attracted to volunteer and play.”
(tennis club)

It is claimed in some clubs that without volunteers the sport would not exist. In an era of increasing professionalism at the elite level of sport, this is a salutary reminder of the essence of this sector. For many sports there is little presence in either the public or commercial sectors, so the voluntary sector is the backbone to their existence.

Table 7.3 Benefits of volunteering to sports clubs

| Club benefits | Number of adult volunteers focus groups <i>(n = 51 groups)</i> | Number of young persons focus groups <i>(n = 21 groups)</i> |
|--|--|--|
| Allows it to continue and function | 25 | 6 |
| Lower costs, thus encouraging participation | 6 | 5 |
| Inclusive atmosphere/culture | 2 | |
| Volunteering by young people attracts other young people | | 3 |

Source: focus groups with volunteers (51) and young people (21)

- 7.11 Some focus groups perceptively linked volunteering with participation, either through the lower costs which translate to reasonable membership fees, or through the attraction of young people to a club which had young volunteers. *“It saves money and keeps fees down, which hopefully means more people will join the club, with our help.”* (sailing club volunteer)
- 7.12 Other club benefits from volunteering, cited by one or two focus groups, include the sharing of the workload, fundraising, maintenance of the volunteering tradition, a consequent increase in individuals’ commitment to the club, and the judgement that through volunteers a club is run in the best way for its membership. This last benefit relates directly to the issue of formality of organisation raised in Chapter 5.

Benefits of volunteering in sport to the community

- 7.13 In the focus groups this was interpreted to mean the benefits to the local community, but the most commonly cited benefits are similar to those claimed to represent the value of sport to society as a whole. Table 7.4 summarises

the main community benefits cited in the focus groups. Most commonly cited was again a statement of the obvious but important point that without volunteers there would not be such opportunities for people to participate in sport. The opportunities for young people to participate were felt to be particularly important to local communities, and this connected with the second most commonly cited benefit – ‘keeping kids off the streets’ – and another benefit cited by a couple of focus groups – active links with schools. Given continuing health concerns about inactive children, the health benefits afforded to communities by sports participation in voluntary clubs are particularly relevant to young people, but they also impact favourably on all ages.

- 7.14 Image is a community benefit cited by six focus groups, in the form of club successes giving the community pride. There is also acknowledgement of existence and bequest values of clubs to their communities: being seen not only as an important part of the fabric of the current community, but also as an important legacy to pass on to the future community.

Table 7.4 Focus groups’ perceptions of community benefits from volunteering in sport

| Benefits to the local community | Number of adult volunteers focus groups <i>(n = 51 groups)</i> | Number of young persons focus groups <i>(n = 21 groups)</i> |
|---|--|---|
| Provides opportunities to participate in the sport (NB children) | 16 | 6 |
| Crime prevention – keeps kids off the streets | 5 | 1 |
| Gives local community a successes/club to be proud of | 5 | 1 |
| Health benefits of exercise (reduced health care costs for the tax payer) | 4 | |
| Custodians of sports/leisure facilities, for future participants, and for the community | 4 | |
| Part of the community fabric | 3 | 1 |
| Facilities for other purposes, e.g. festivals | 2 | |
| Helps schools/teachers | 2 | |

Source: focus groups with volunteers (51) and young people (21)

- 7.15 Other community benefits from volunteering, cited in one or two focus groups, include the provision of good coaching in the community beyond the club, and volunteering encourages a sense of citizenship:

“Citizenship: makes us better citizens and helps us to value our community. Encourages young people to take an active role in society” (young volunteer, sailing club)

This sentiment connects well with the aspirations of the government’s Activity Community Unit (Nichols, 2003).

- 7.16 Also, one focus group suggested that volunteers enabled the provision of an important community asset more cost effectively than would be possible through local authority sports provision. This point relates directly to the macroeconomic evidence of Chapter 2. The equivalent value of volunteers in sport if they were paid for their volunteering is over £14 billion, a sum of money which simply would not be feasible. There is no economic substitute for volunteers.

- 7.17 Not all focus groups found it possible to identify the benefits of their sports volunteering to their communities:

The group had no idea how the local community benefited from their voluntary work. One of the volunteers reported that the majority of the local community wouldn’t know they were there at all. (bowls club)

To volunteers, this may not matter. They typically have not volunteered for the sake of the community, but for themselves and the club.

- 7.18 The survey of local authority officers revealed benefits to their communities from volunteers in sport similar to those identified by the clubs themselves. Table 7.5 summarises the range of responses to the unprompted question. The most common response by far (38 out of 50 officers), echoing the feelings of club volunteers stressed that voluntary sports clubs are the main providers of sporting opportunities to their communities: ‘without them sport wouldn’t exist’.

“Take away the volunteers take away half the sport. The volunteers provide the opportunities for people to take part. No volunteers would mean there is very little going on.” (local authority sports development officer)

Table 7.5 Local authorities' perceptions of community benefits from volunteering in sport

| <u>Benefits to the local community</u> | Number of local authority officers (<i>n</i> = 50 officers) |
|--|---|
| Main providers of opportunities/ provision 'without them sport wouldn't exist' | 38 |
| Community integration / cohesion / empowerment | 11 |
| Health / keeping physically active | 10 |
| Crime reduction / diversion from crime | 8 |
| Provide pathways / progression routes from school sport, sports courses and local authority leisure facilities | 4 |
| Social benefits / improved quality of life | 4 |
| Fun and enjoyment | 3 |
| Social life | 3 |
| Social inclusion | 3 |
| Broaden participation in sport | 3 |
| Develop talented and gifted performers | 2 |
| Develop skills / personal development | 2 |
| Something beyond statutory provision | 2 |
| Expertise, knowledge and commitment | 2 |
| Providing volunteer coaches | 2 |

Source: Survey of 50 local authorities

- 7.19 Forty of the 50 local authority officers interviewed worked in sports development. A measure of their dependence on working with voluntary clubs was their views on volunteers in such clubs, including: 'invaluable', 'without volunteers we wouldn't exist', 'without which we would be woefully short', 'without them all the activities we do would fail', 'without them we wouldn't survive, there wouldn't be any provision. They are essential'.
- 7.20 Beyond the fundamental benefit of providing sports opportunities to the community, the other benefits reported were secondary. They either connected to cross cutting social and cultural agendas e.g. improved health, diversion from crime, enhanced community cohesion, improved quality of life; or they connected to sport development aims e.g. broaden participation in sport, providing progression routes for school children, providing coaching expertise, see Table 7.5.

7.21 Other responses to the question of community benefits, each of which was provided by one local authority officer, included the encouragement of women and girls into sport; success brings kudos to the local area; help local authorities with corporate strategy; assisting schools with their sports development work; providing all the support needed to run local authority games/events; and another partner for local authorities to work with.

Conclusions

7.22 In many respects the responses in the focus groups to questions about the benefits of volunteering seemed to have stated the obvious:

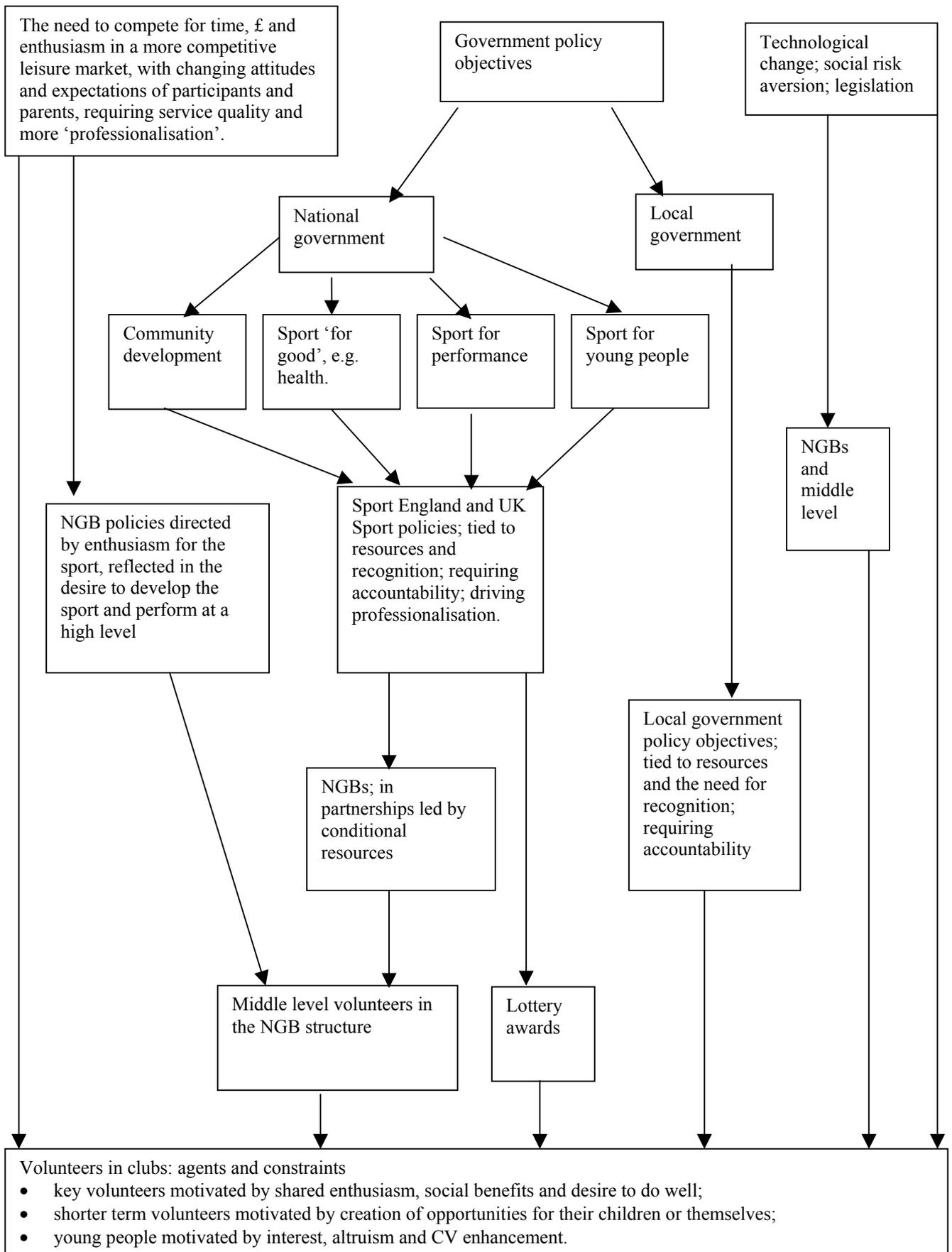
- For volunteers it provides friendship, enjoyment and satisfactions, echoing the motivations for them volunteering;
- For clubs it enables them to exist;
- For communities it sustains sports participation, from which a number of social benefits can be derived.

7.23 However, stating the obvious is important as a reminder of just how important a sector is. As one focus group correctly identified, there is no economic substitute for the voluntary sector. Yet volunteers are suffering from a range of pressures, from within their organisations and from their general lives, pressures identified throughout the research and reviewed in Chapter 8. These pressures represent a threat, not to the existence of the voluntary sector, but to its vitality and development. At risk, therefore, is the extent to which some fundamentally important benefits to individuals, organisations and communities are realised.

Chapter 8 Conclusions

- 8.1 The research has disclosed a large, complex sector, with a number of problems. This chapter takes this analysis a step further by exploring possible ways forward, particularly the implications for external agencies (e.g. government, Sport England, NGBs) which are interested in supporting and steering voluntary sport. The issues raised in the previous chapters can be placed in the broader context of drivers for change in the voluntary sector of sport. The conceptual model in Figure 8.1 is based on the results from this project, but also draws on background information on social change.
- 8.2 The model explains the main drivers for change in voluntary sector sport and how they are mediated through different organisations. It helps understand how partnerships have to reconcile the motivations of the partners. For example, the objectives of central government need to be consistent with the objectives of NGBs and the motivations of volunteers in sports clubs in order to work through this sector.
- 8.3 The model also embraces a clash of cultures between different sets of volunteers with different motivations, particularly at the level of sports clubs. It shows how some sources of support bring both resources and challenges, and need to be seen in the context of the existing constraints on volunteers, particularly the shortage of volunteers and recruitment problems in many clubs.

Figure 8.1 Drivers for change in the voluntary sector in sport



Competition and increasing professionalisation

- 8.4 The voluntary sports organisation has to compete for time, expenditure and enthusiasm in an increasingly competitive leisure market. The voluntary sector has been providing sports opportunities for a long time, in Scotland, for example, 34% of clubs having been in existence for 50 years or more (Allison, 2001). During this time there has been a rapid expansion not only of sports opportunities provided by the public and private sector, but also a massive expansion of the leisure industry as a whole; meeting and competing for the demand which is fed by increases in disposable income and some increases in leisure time.
- 8.5 There has been an overall increase in leisure opportunities, but the time to enjoy these is not distributed evenly (Martin & Mason, 1998, Robinson & Godbey, 1999). A time squeeze affects both participants and volunteers. The groups most associated with volunteering in sport, middle class, middle aged, males (Goddard, 1994, Prime et al, 2002) have been those most affected by increases in hours at work, a more complex labour market structure, a slightly more equitable distribution of household work (associated with a change in values and a large increase in female participation in the workforce), and increasing time spent on childcare (Gershuny, 2000). Thus the core volunteers experience the greatest time squeeze. At the same time, the need to compete for participants, with encouragement from government and NGBs, means that volunteers have to provide a 'service' which is more 'professional' in that it compares favourably with that provided by the alternative providers (Nichols et al, 1998).
- 8.6 Time pressures are not confined to middle class, middle aged males. From the research it is clear that many young people also feel pressured by lack of time and too many things to do. Many of the time and competition pressures they face are equivalent to and perceived to be as important as those faced by older people: i.e. pressures from education, financial pressures, and pressures from competing calls on their time such as other sports, other leisure activities, friends and social life in general.

- 8.7 The pressures of time in particular feed directly into the main challenge for many voluntary sports organisations – shortages of volunteers and recruitment difficulties. Changing expectations by members and parents translate into a need for greater professionalism which inevitably leads to a greater workload.
- 8.8 Interviews showed that in many cases NGBs middle level and club volunteers were often explicitly recognising these pressures. Some of the most common responses to issues and challenges, particularly shortages of volunteers, recruitment difficulties and increased workloads, were related by respondents to these pressures. They also lead to an increasing complexity of tasks, with the dilemma of either expanding the workload to accommodate increasing requirements, or concentrating on core operational matters and ignoring more developmental matters.
- 8.9 The voluntary sector in sport now exists in a more competitive market for sports participants and for volunteers. The market is best thought of as the general leisure market, not just one sport competing against another, but all leisure activities competing for time, money and enthusiasm (Robinson & Godbey, 1999). This reduces the number of potential volunteers available to the clubs and adds further pressure towards professionalisation of the club and the application of management principles and practices to make the club more competitive and attractive to participants/members.

Government policy objectives

- 8.10 Local government policy objectives affect clubs which want to gain support because it is conditional on actions to implement these objectives. Support includes grants and the use of local authority facilities. Central government policy has four main strands: promoting sport for young people; improving top level performance; promoting sport 'for good', to achieve social objectives such as health benefits, crime reduction, social cohesion and education; and using sport as a medium for promoting active citizenship and social capital. These objectives are implemented through Sport England and UK Sport by different programmes. The first two objectives are most developed in youth development programmes and the World Class Programme. The last

objective is least developed, recently through the Step into Sport project from Sport England, supporting the Volunteer Investment Programme.

- 8.11 Government policy objectives are built into conditions of funding from Sport England and UK Sport, both for exchequer funding and for specific programmes. Sport England, and NGBs in turn, are accountable for delivering these objectives, the implications of which cascade down through the NGB structure to varying degrees (Houlihan & White, 2002, Nichols, 2003). There is also a direct route by which Sport England can influence clubs, through conditions attached to lottery awards. NGBs and clubs want this external support because it provides resources to promote their sport or club; but also, in the case of NGBs at least, because it shows they are recognised and status is conferred. Consistent with the increasingly specific requirements for government funding, several NGBs reported club accreditation schemes, which set standards for clubs to achieve consistent with increasing professionalisation within these sports.
- 8.12 Some requirements of NGBs receiving exchequer funding are common irrespective of the size of NGB and therefore will be a relatively greater burden for smaller sports which will have a smaller number, if any, of paid staff. Paid staff may be on a low wage, so much of their work is in effect voluntary. Thus the concentration of voluntary work at NGB level varies. Often key NGB officers are volunteers who have retired, but contribute as much or more time as if they were in a paid job (Nichols, 2003). A particular point of pressure in the cascading of administrative requirements down through sports is identified in the research – the middle level, which does not normally receive the assistance of paid staff that might be the case at NGB level, but is the first point in distribution of requirements.
- 8.13 An implication of external funding of the voluntary sector, which percolates through all levels, is the need for accountability. This has increased, both with increases in external funding, but also with a general change in approach to supporting the voluntary sector. Fifteen years ago a criticism of exchequer funding of NGBs might be that the public sector knew little about what the funding achieved. However, as Sport England and UK Sport are accountable

to central government, so they too see it as important to make NGBs accountable for the funding they receive, and subsequently sports clubs become more accountable to the NGBs. Accountability might also be from clubs to local authorities. Accountability translates to an increased workload for the volunteers in the NGB structure and clubs. The more programmes Sport England funds (in an attempt to closely relate funding to the programme objectives) the more the ways in which the recipients of those funds will need to be accountable.

Technological change, risk aversion and legislation

- 8.14 As technology advances there is pressure to use it just because it makes more things possible and because it is used by competitors. A simple sporting example, but one which has major consequences for club facility provision, would be artificial surfaces for playing hockey on. More ubiquitous is the use of email and web sites. As interviews show, the pressure for volunteers to use these is great, but the impact on time is double edged, providing both improvements in communication but also a greater workload for many. Furthermore, IT developments require new skills.
- 8.15 Secondly, partly as a consequence of the media, which sensationalises the consequence of particular 'accidents', society is becoming more averse to types of high profile risks (Nichols, 2000); for example, sporting injuries to young competitors. This leads to legislation conditioning organisations and their activities. This is compounded by an increasing willingness and ability to take legal action against organisations or individuals deemed to be 'negligent'. For club level volunteers, it affects coaches, officials and other volunteers, especially those working with young people, who are unwilling to place themselves in a position where they perceive a risk of action against them. Many sports reported having to deal with child protection issues at club level, either to ensure police checks of volunteers, or to also have their own club policy.
- 8.16 These pressures are linked to professionalisation to compete in the leisure market in that more skills are required to provide a competitive service.

Similarly more coaching qualifications and the requirements to update them again reflect the move to a 'professional' service, but also the need to produce recognition of competence to guard against charges of negligence.

- 8.17 Risk aversion and fear of litigation applied especially to sports for young people and youth organisations. They are reflected in the reasons for not using so many parents as volunteers in schools, the need for coaches and those in schools to have the 'proper' qualifications, and the restrictions on the activities leaders in young persons' organisations could offer in their programme. Examples of new legislation which created more work for volunteers are child protection and food hygiene. Again these are related to 'professionalisation' in that they apply equally across the public, private and voluntary sectors, but they place a new set of demands on volunteers, adding to the complexity of their work.

Responses to pressures

- 8.18 The responses to these three sets of pressures among voluntary sports organisations are varied. Broadly speaking there are two extremes evident in the research. At one extreme are what might be termed traditional organisations, where informality of organisation is a proud culture and professionalisation is seen as a fundamental threat to this culture. Volunteers in these organisations emphasise motivations compatible with mutual enthusiasm and social benefits. These organisations are selective in their adoption of changes in response to the pressures. They mistrust the assistance on offer from external agencies, including their own NGBs in the case of clubs. They often adopt pragmatic solutions to the resulting problems, such as key officers staying in their posts long past the time when they would have preferred to quit, and multi-tasking reluctantly to ensure tasks are done, not in the co-operative teamwork ethic of previously. They engage in crisis management but do not see it as that – instead it is perceived as a continuation of the 'mucking in' ethic, but with fewer volunteers.
- 8.19 At the other extreme are organisations that have wholly embraced the need for professionalisation as a response to the pressures. They are more formal and

managerialist in approach, but often do not see it as that and claim many of the same motivations and benefits as their peers in the more traditional organisations. Whilst some produce plans and actions to deliver these plans, others adopt systematic procedures more intuitively to meet the challenges posed by the pressures; such as enforcing or strongly encouraging a volunteering 'contribution culture' among new members or parents. These organisations are not immune to the problems brought about by the pressures reviewed above, but they are more likely to adopt formal procedures for dealing with them. These include paying for certain functions, including coaches, although payment is more likely at the NGB level and in other specific cases, such as private schools. They are also more receptive to external assistance, particularly from NGBs and Sport England's VIP.

8.20 Most sports organisations do not lie at one extreme or the other, but somewhere in between. The research does not enable a calculation of what proportions are at or near each extreme but it does identify clear examples of each.

8.21 National Governing Bodies in sport are more likely to be positioned towards the more formal, professionalised extreme, but some are resistant to this position because they are run by volunteers with the same history of mutual enthusiasm and informality in their volunteering experience.

Clashes of culture and motivations

8.22 Some issues arising from responses to the pressures can be understood as a clash of cultures between groups of volunteers, or volunteers and non-volunteers. An example is between the core volunteers and the parents, with volunteers perceiving that parents want the club to provide a service to look after their children, rather than being an expression of shared enthusiasm.

8.23 There will be a large proportion of users of the voluntary sector who perceive themselves to be time poor and money rich, or just time poor (Martin & Mason, 1998). Time pressures are particularly great for parents, so it is understandable that many will welcome the chance to leave their child at an

activity. At the same time, these parents will feel that they have little time to give as volunteers, even if they would like to, and may also feel they do not have the skills to give. The schools' interviews show that where parents were willing to help there were a set of difficulties: e.g. fitting them into a task where the coach did not have to supervise them; concerns over child protection legislation; and even concerns over the legal situation where parents provided transport. This suggests that even when parents feel they can give some help, the pressures on volunteering make it harder to make use of them. Nevertheless, in many clubs and sports, parents remain the single most important source of new volunteers.

- 8.24 Although 47% of the focus group volunteers had initially become involved because of their family or friends, for 46% of them their initial involvement was at least ten years ago. The changing nature of volunteering may make it harder for parents to become involved now. However, the successful examples of clubs recruiting parents as volunteers demonstrate that there are no absolute barriers. Motivations of volunteers can change from initial involvement as parents to longer term involvement reflecting an affiliation to the club and the social benefits from volunteering. The same change in motivations has been noted in other voluntary organisations (Nichols & King, 1999). One solution for clubs faced with large numbers of children with time poor, money rich parents would be to charge the children more and use the money to employ paid staff. This would accelerate a transition towards professional provision, but might alienate those volunteers with fun and informality as their major motivations, as well as those parents who do not want to pay more.
- 8.25 The same clash of cultures occurs between the long term volunteers and the members who perceive the club as providing a service delivery. This relates to the finding in the focus groups' survey that 74% of club volunteers feel that there are not enough people to volunteer at the club and the 65% think the work is increasingly left to fewer people. The pressures described above create a long term problem of substituting for the core volunteers who maintain the structure of the voluntary sports sector.

- 8.26 However, this research gives an incomplete picture as it has not researched the perspectives of the non-volunteers. We only have the views of those who are heavily committed to volunteering. How do the non-volunteers perceive the clubs? Would they like to become involved in volunteering but do not know how to do so, or perceive barriers to doing so? What are the barriers as they see them? Would they prefer to pay more in order to not volunteer?
- 8.27 The national population survey provided a glimpse of possible answers in the reasons why people who had considered volunteering for sport did not do so. Time shortage was the major constraint but for 14% of these potential volunteers it was not knowing how to go about it, or simply not being asked that stopped them from volunteering. Similar results emerged from the focus groups with young people – 51% of those who did not volunteer gave as a reason that they had no time to volunteer, whilst 43% said that they had not been asked. A more complete understanding of reasons for not volunteering, particularly among existing members and parents of young members, might help provide a more positive conclusion on how the voluntary sector could adapt to draw these non-volunteers in. The indications are that once they become involved their motivations will change, become stronger, and they are likely to take a greater role.

Partnerships: synergy or a compromise of interests?

- 8.28 At NGB level, in depth interviews revealed a spectrum of perceptions on partnerships with Sport England and UK Sport (Nichols, 2003). Some felt that as long as a partnership was compatible with their overall strategy for development of their sport, they would get involved. Others felt that it was imperative to gain Government funding for the development of their sport, as without it they could not compete internationally. Yet others value recognition by Sport England, but the conditions sometimes make the semi-volunteers who implement them wonder if they are worth it.
- 8.29 These different types of response illustrate a different balance of negotiating positions, particularly between different sized NGBs on the one hand, and Sport England and UK Sport on the other.

- 8.30 With respect to volunteers, the most important impact of partnerships is at club and middle level in the NGB structure. At these levels some volunteers commented that they had extra work to do because of the partnerships their NGBs had made, although some work might just be a consequence of initiatives instigated by the NGB itself. However, no volunteers just said, 'no – we are not going to co-operate with these projects.'
- 8.31 On the other hand, neither did many express great enthusiasm. The overall impression is that these volunteers, who are motivated by wanting to do the best for their club and by a collective enthusiasm for their sport, are willing to go along with programmes comparable with these objectives: helping their club or sport. However, it is a grudging compliance. The new resources are welcome if they help their club, but they come with additional demands on volunteers' time and skills, which are already under pressure. Some of these demands reflect the pressure of complying with increased accountability: 'Just give us the money and let us get on with it'.
- 8.32 Thus partnerships need to achieve a synergy of objectives between the partners; NGBs, clubs and government; but at the same time be deliverable, given the existing pressures on volunteers. They need to achieve a balance between on the one hand supporting the voluntary sector, empathising with volunteers' motivations, not threatening its informality when this is important, and on the other hand promoting a shared understanding of development and change.

Implications

- 8.33 The research findings lead to implications for agencies interested in both helping voluntary sports organisations tackle the major problems revealed by the research and helping the voluntary sports sector to develop.
- 8.34 Volunteers are hugely important to sport in England and they are not substitutable by commercial or public sector activity. Also, sport is very important to volunteering - it is the largest single field of volunteering in the

country. One implication of the sheer scale of sports volunteering is that sport should be at the forefront of any central or local government policy to promote volunteering. This embraces any initiatives to promote active citizenship and greater participation within communities.

- 8.35 Clubs are the core of volunteering in sport, representing 45% of the organisations benefiting from sports volunteering (70% if school and university clubs are included). Yet volunteers in clubs face considerable pressures, as disclosed by this research and summarised above. Many of these pressures are beyond the clubs' control. A second implication, therefore, is that voluntary sports clubs need help to underpin their threatened existence and realise their social potential. They should be offered support from central and local government. This is not asking for a handout, equivalent to social security or subsidy – rather it is an investment in an important partnership for the development of sport and the development of social capital.
- 8.36 Although research has disclosed some criticism of increased formalisation and professionalisation from within voluntary sports organisations, it is necessary to promote these organisational changes, for both of the principal reasons for helping sports organisations: i.e. solving problems and facilitating development. The pressures reviewed above demand a more professional approach to compete effectively for both volunteers and members.
- 8.37 The principal agents for promoting change in voluntary sports organisations are Sport England, which needs to take the strategic lead, CCPR, NGBs, and local authorities (probably through their sports development function). The direct approach of VIP has much to commend it, being flexible, non-prescriptive and open to whatever demands a subscriber chooses to make; although there is a large difference between awareness of VIP and use of it, and the levels of awareness and use are much lower in clubs than in NGBs. The use of websites and the internet can only enhance such a direct approach.
- 8.38 One possible avenue of support for the voluntary sector is through the government's Learning and Skills policy. The needs of volunteers in sport are

compatible with the objectives of this policy. Greater formalisation and professionalisation in voluntary sports organisations requires the development of administration and technical skills. Voluntary sport would be a suitable environment for the development of important skills in active citizens.

- 8.39 An important next step, following this research, is to consult with voluntary sports organisations to agree ways to facilitate organisational change and development without imposing additional burdens on already hard-pressed officers.
- 8.40 The ways in which formalisation and professionalisation are promoted by external agencies should not be 'one size fits all' but instead must be flexible, varied, simple and sensitive to the different cultures in clubs. It is inevitable that to an extent external assistance will be taken up by clubs in least need of it, being relatively well organised already, and ignored by clubs in most need of it. However, reaching both types is important for the development of sport.
- 8.41 For the more informal, mutual enthusiasm type of club, helping with simple solutions to problems is the main selling point. Any external assistance needs to emphasise that it is designed to help them achieve their aims, reduce real threats to their survival, and to keep volunteers and members happy. Simple and effective procedures need to be explained in a way that makes them practicable for busy people with little time - such as job splitting, systematic requests for members and parents to help, help for new volunteers from those with experience, and simple rewards, even the payment of expenses.
- 8.42 More radical suggestions for the traditional, informal clubs, which NGBs might pilot, include organising partial secondments, 'consultancy visits' or promotional presentations by key volunteers from successful, more professionalised clubs in the region. Volunteers in more traditional clubs may listen to other volunteers more readily than they would listen to NGBs. The Rugby Football Union, for example, has promoted networking between clubs, linked via the RFU or regional development officers (Nichols, 2003). Promoting or even sponsoring the mergers of clubs will often arouse hostility

but in some cases the suggestion may be received more positively, so it should always be an option on offer.

- 8.43 For clubs which are already on the path to a more formalised, professionalised approach to organisation of their activities, the diet of potential assistance should include the same simple and radical offers as above, because many such clubs face similar sets of problems despite their more formal approach. The offer to these clubs, however, can be extended to more sophisticated mechanisms such as audits of members' skills; simple job descriptions; written guidance on key tasks; promotion of training opportunities, particularly for administrative volunteers; and succession planning. External agencies need to promote the sharing of 'best practices' in easily accessible formats. Above all, the advantages need to be promoted of designating a volunteer co-ordinator - one person with the responsibility for organising the structure and recruitment of volunteers.
- 8.44 More professionalised clubs present the most potential for development. The offers from external agencies should therefore extend to assistance in development initiatives, such as juniors, females, veterans, new events, school-club links and other community partnerships.
- 8.45 An issue for which there are uncertain implications in the research is the payment of staff for previously voluntary roles. Where this has occurred in NGBs at national and middle level, it has had a variable effect, including direct reductions of workloads for volunteers at these levels, and increased workloads for volunteers at the next level down. In some sports it is normal to pay coaches, with no apparent disincentive effect on volunteers in the same clubs. Yet two concerns remain relevant to any expansion of paid staff as substitutes for volunteers. First, it raises the possibility of disincentivising volunteers and reducing their morale and recruitment. Second, it should be sustainable, not a temporarily funded initiative, because it has an effect on expectations in those functions for which pay is introduced – coaches are a relevant case in point.

- 8.46 Language is very important in the promotion of assistance for the organisation of volunteers. It is important that any assistance is screened to ensure it is couched in appropriate terms that are more compatible with informal, social organisations, than with businesses. The language should reflect the primary motivations of the volunteers, i.e. social benefits and 'giving something back'.
- 8.47 Many formalised solutions to organisational problems involve a lot of work. It would be all too easy to create a stream of assistance that required a lot of effort by clubs to digest and implement. However, this is not what is required and would be very ineffective. Any assistance offered to clubs and NGBs needs to be 'smart' in the sense that it is designed where possible to save time and reduce workloads. Furthermore, clubs need to dip quickly and effectively into a diet of problems and solutions, to identify assistance appropriate to their specific needs.
- 8.48 A final implication involves government funding and the way it is attached to new initiatives in sport. A contemporary trend in public sector funding is to reduce core funding and increase funding through special initiatives. However, this is incompatible with the major challenges facing volunteers in sports organisations, by adding to their workload. An implication of this research is that the priority should be to professionalise for the right reasons, to move the sector forward in terms of organisational success. If key volunteers are overloaded by the need to meet the latest requirements from the government or Sport England via NGBs, their capacity to respond to assistance to professionalise will continue to be severely constrained.

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APPENDIX 1 METHODS

Definition of volunteering in sport

- A1 The primary research used a simple definition of volunteering as helping others in sport and receiving either no remuneration or only expenses. Additional definitional considerations are:
- unpaid overtime by paid staff was not included as volunteering.
 - Volunteers' travel time was not included, on the grounds that it is not a direct contribution to the functioning of the voluntary organisation. This replicates measures of paid working time, where it is the convention not to include travel-to-work time as part of working time. However, travel time is not time which is disassociated from the volunteering and a number of respondents in the telephone interviewing suggested that travel time represented significant additional time inputs.
- *Scale of research*
- A2 The research comprised questions in a national population Omnibus survey by BMRB; and primary research with sports organisations. The Omnibus survey had a sample of 8,458, of which 1255 (weighted) were sports volunteers. This sample and subsequent findings were weighted to ensure that demographic profiles of the sample match those for all adults in England. The weighting reflects age, gender, household composition, social class and regions.
- A3 Table A1 summarises the scale of the primary research undertaken with sports organisations. Appendix 2 contains all the primary research instruments used.

Table A1 Primary research with sports organisations

| <i>Telephone interviews</i> | <i>Quantity achieved</i> |
|--|---------------------------------|
| NGBs | 140 |
| Middle level NGB volunteers | 259 |
| Sports clubs | 360 |
| Schools | 100 |
| Universities' student unions | 20 |
| FE colleges. | 20 |
| Major events organisers | 13 |
| Disability organisations | 10 |
| Youth organisations. | 33 |
| Local authorities | 50 |
| | |
| • Focus groups | |
| a) clubs' committees and other core volunteers | 51 |
| b) young people | 21 |
| | |
| <i>Questionnaire surveys</i> | |
| Sports club volunteers | 308 |
| Young persons | 94 |

A4 88 sports participated in the telephone interviews, at least at NGB level and in all but a few cases at middle and club levels too. The sports are those that comprise Sport England's list of recognised activities, excluding disability sports (treated as a separate entity), activities combined with other NGBs (e.g. racketball and trampolining) and those activities which are specific to other home countries (camogie, Gaelic football, highland dancing, Scottish country dancing, and shinty).

A5 15 minor sports did not provide estimates for the numbers of volunteers and hours, mainly because there was no recognised NGB to contact, although in a few cases the relevant NGB did not respond. These 15 sports are therefore excluded from the aggregate estimates of volunteering in England reported in Chapter 2. They are unlikely to have made a significant difference to the total estimates of core, formal volunteers in Chapter 2.

| | | |
|-------------------------|-------------------------|-------------------|
| American football rules | Arm wrestling | Australian |
| • Baton Twirling | Billiards and Snooker | Caving |
| Darts | Kabaddi | Modern Pentathlon |
| Quoits | Real tennis and rackets | Skateboarding |
| Skipping | Skittles | Unihoc |

A6 From the telephone interviews in each sport the number of volunteers at the national NGB level, the average number of volunteers per region/county, and the average number of volunteers per club were identified, plus the average hours of volunteering per volunteer at each level. Aggregation to the England total volunteering activity was possible using the national number of clubs, and regions/counties, provided by each NGB.

A7 An example of the estimation process for an individual sport is summarised below:

| | |
|----------------|--|
| National Level | Executive Committee and sub committees |
| Middle Level | Men: 4 regions Women: 5 regions |
| Club Level | 110 affiliated clubs |

| National Level based on estimates provided by NGB | Vols | Hours |
|--|------|-------------|
| Exec. Committee – 10 committee chairs and officers, 10 regional representatives and 2 paid staff. Meets 5 times a year x 6 hours. 2 Presidents, Executive Chair, Vice Chair, Secretary and Treasurer each devote 8-10 hours per week. (assume 48 weeks) | 10 | 600 2592 |
| Men's Playing Committee – 14 vols devote 5 hours per week | 14 | 3360 |
| Women's Playing Committee – 15 vols devote 5 hours per week | 15 | 3600 |
| Men's Finance Committee – 8 volunteers devote 3-4 hours per week | 8 | 1344 |
| Men's Referees and Rules Committee – 3 officers, 3-4 hrs per week | 3 | 504 |
| Men's National Squads Committee – 7 vols, devote 10 hrs per week | 7 | 3360 |
| Men's International Committee – 4 vols, devote 10 hours per week | 4 | 1920 |
| Northern League Committee – 4 vols devote 10 hours per week and 9 volunteers 3 hours per week. | 13 | 3216 |
| Southern League Committee – 1 vol. devotes 8.5 hours per weekend 3 devote 4 hours per week. | 4 | 984 |
| Disciplinary Committee – 6 vols devote 1 hour per week | 6 | 288 |
| Women's National Events Committee – 8 vols, devote 3-4 hrs per week | 8 | 1344 |

| | | |
|---|-----|--------|
| Women's Rules & Umpiring Committee – 10 vols, devote 3-4 hrs per week | 10 | 1680 |
| Women's Team Preparation Committee – 14 vols devote 8-9 hrs per week | 14 | 5712 |
| Men's British National Championships and Regional Championships. Each Championship is two days, 13 volunteers per champs from clubs/regions. 3 main organisers. | 3 | 624 |
| Totals | 119 | 31,128 |

| Middle Level based on estimates provided by NGB and 4 regional volunteers | Vols | Hours |
|---|------|--------------|
| NGB report that the one regional association has 14 volunteers, who devote on average 2 hours per week. | 14 | 2 hrs p/wk |
| Two volunteers from a second region report that there are approximately 20 regional volunteers. One devotes 6 hours per week and the other 3 hours per week. | 20 | 4.5 hrs p/wk |
| A third region's volunteer reported that it has 15 committee members, who meet very infrequently. This volunteer devotes 5 hours per week to the region. | 15 | 5 hrs p/wk |
| On average there are approximately 16 volunteers per regional association. Middle levels volunteers devote on average 4 hours per week. Multiplied by 9 regions (4 men's and 5 women's) The number of volunteers operating at both regional and clubs levels could not be ascertained. It is likely that 25% of these volunteers also volunteer at club level. So the total number of volunteers has been reduced 25% to take account of 'double counting'. The hours remain the same because they have devoted this time at this level. | 144 | 27,648 |
| The NGB reported that the Referees Society has 40 listed referees and that referees receive £15 per game. Referees have therefore not been included in the estimates. | | |
| Middle Level Totals | 144 | 27,648 |
| 25% reduction re. double counting. | 108 | |

| Club Level based on estimates provided by 4 clubs | Vols | Hours |
|--|------|-------|
| Club A | 25 | 1986 |
| Club B | 17 | 591 |
| Club C | 16 | 2087 |
| Club D | 22 | 1058 |
| Totals – equivalent to 1.5 hours per volunteer per week | 80 | 5722 |
| Average | 20 | 1431 |
| Multiplied by 110 clubs | 2200 | 15741 |
| | | 0 |

| Summary | Volunteers | Annual Hours |
|-----------------|-------------------|---------------------|
| National Level | 119 | 31,128 |
| 16 Middle Level | 108 | 27648 |
| Club Level | 2200 | 157,410 |

A8 A by-product of the research is an estimation of the scale of the voluntary sector in sport, in terms of the number of affiliated clubs and the number of affiliated members in each sport. These are contained in Tables A2 and A3.

Table A2 The number of affiliated clubs, by sport, in England, 2002
(England unless otherwise stated)

* denotes sports scaled down to England using ratio calculations.

| Sport | Affiliated Clubs |
|----------------------------------|-------------------------|
| *Aikido | 412 |
| Amateur Boxing | 625 |
| *Angling | 1142 |
| *Archery | 892 |
| Association Football | 43000 |
| Athletics | 1200 |
| Badminton | 2187 |
| Balloon and Airship | 13 |
| *Baseball and Softball | 684 |
| Basketball | 750 |
| Bobsleigh, GB | 0 |
| *Bowls | 10654 |
| Canoeing | 407 |
| *Chinese Martial Arts | 1555 |
| Clay Pigeon Shooting | 453 |
| Climbing / Mountaineering | 331 |
| *Cricket | 6350 |
| Croquet | 123 |
| Curling | 14 |
| Cycling - competitive | 912 |
| Cycling (recreational) | 160 |
| Dragon Boat Racing - GB | 28 |
| *Equestrian Vaulting | 8 |
| Eton Fives | 28 |
| Fencing | 338 |
| Gliding | 84 |
| Golf | 3675 |
| *Gymnastics | 830 |
| Handball | 20 |
| Hang Gliding and Paragliding, GB | 140 |
| Hockey | 2200 |
| Horse Driving Trials | 60 |
| *Horse Society | 315 |
| Hovercrafting | 7 |
| Ice Hockey | 34 |
| Ice Skating | 58 |
| Judo | 700 |
| *Jujitsu | 180 |
| Karate | 1100 |
| *Kendo | 45 |
| Korfball | 32 |
| Lacrosse | 110 |
| Land Sailing | 10 |
| *Life Saving | 291 |
| *Microlighting | 130 |
| *Model Flying | 495 |
| Motor Cycling | 435 |
| Motor Sports | 580 |
| Movement and Dance | 707 |
| Netball | 3185 |
| *Orienteering | 95 |

| | |
|--------------------------------|---------------|
| *Parachuting | 28 |
| Petanque | 240 |
| Polo | 39 |
| *Pony Clubs | 268 |
| Popular Flying | 46 |
| Rackets & Real Tennis | 23 |
| *Riding Schools | 320 |
| *Roller Hockey | 150 |
| Roller Skating (artistic) | 48 |
| Roller Skating (in line speed) | 16 |
| Rounders | 125 |
| Rowing | 533 |
| Rugby Fives | 25 |
| Rugby League | 328 |
| Rugby Union | 2120 |
| Sailing | 990 |
| *Shooting | 1950 |
| Skiing & Snow boarding | 65 |
| Sombo | 60 |
| Speedway - 600 licensed riders | 30 |
| Squash | 985 |
| Sub Aqua | 810 |
| *Surf Life Saving | 63 |
| *Surfing, UK | 35 |
| Swimming | 1586 |
| Table Tennis | 2700 |
| *Taekwondo | 900 |
| Tang Soo Do | 93 |
| Tchoukball, UK | 10 |
| Tennis | 2204 |
| Triathlon | 129 |
| Tug of War | 52 |
| Volleyball | 550 |
| *Walking / Rambling | 392 |
| *Water skiing | 100 |
| Weight Lifting, GB | 100 |
| Women's rugby | 500 |
| Wrestling | 26 |
| | 106423 |
| | 1196 |

Sports with no available data or no club structure.

| Sport | Affiliated Clubs |
|-------------------|-------------------------|
| American Football | no data available |
| Baton Twirling | no data available |
| Caving | no data available |
| Dressage | no clubs |
| Endurance | no clubs |
| Eventing | no clubs |
| Keep Fit | no clubs |
| Horse Racing | no clubs |
| Horse Reining | no clubs |
| Luge | no clubs |

| | |
|-------------------|-------------------|
| Modern Pentathlon | no data available |
| Pool | no clubs |
| Show Jumping | no clubs |
| Ten Pin Bowling | no clubs |
| Yoga | no clubs |

Table A3 The number of affiliated club members, by sport, in England, 2002

(England unless otherwise stated)

* denotes sports scaled down to England using ratio calculations.

| Sport | Club Members |
|----------------------------------|---------------------|
| *Aikido | 7112 |
| *Angling | 361650 |
| *Archery | 17850 |
| Association Football | 2500000 |
| Athletics | 100000 |
| Badminton | 44132 |
| Balloon and Airship | 2100 |
| *Baseball and Softball | 9500 |
| Basketball | 20000 |
| Bobsleigh, GB | 296 |
| *Bowls | 587144 |
| Canoeing | 35779 |
| *Chinese Martial Arts | 13222 |
| Clay Pigeon Shooting | 20000 |
| Climbing / Mountaineering | 17296 |
| *Cricket | 442499 |
| Croquet | 3739 |
| Curling | 110 |
| Cycling - competitive | 7200 |
| Dragon Boat Racing - GB | 900 |
| *Equestrian Vaulting | 210 |
| Eton Fives | 600 |
| Fencing | 5524 |
| Gliding | 7714 |
| Golf | 884500 |
| *Gymnastics | 830000 |
| Handball | 300 |
| Hang Gliding and Paragliding, GB | 7065 |
| Hockey | 61600 |
| Horse Driving Trials | 5000 |
| *Horse Society | 22400 |
| Hovercrafting | 175 |
| Ice Hockey | 6500 |
| Ice Skating | 3263 |
| Judo | 30000 |
| *Jujitsu | 8100 |
| Karate | 53000 |
| *Kendo | 675 |
| Korfball | 1455 |
| Lacrosse | 4500 |
| Land Sailing | 400 |
| *Life Saving | 9396 |

| | |
|--------------------------------|----------------|
| *Microlighting | 4007 |
| *Model Flying | 21770 |
| Motor Cycling | 29743 |
| Motor Sports | 250000 |
| Netball | 55241 |
| *Orienteering | 15295 |
| Petanque | 3096 |
| Polo | 1900 |
| *Pony Clubs | 24022 |
| Popular Flying | 1872 |
| *Roller Hockey | 3807 |
| Roller Skating (artistic) | 1968 |
| Rowing | 30000 |
| Rugby Fives | 425 |
| Rugby League | 30513 |
| Rugby Union | 220000 |
| Sailing | 205071 |
| Skiing & Snow boarding | 3000 |
| Sombo | 1750 |
| Speedway - 600 licensed riders | 600 |
| Squash | 350000 |
| Sub Aqua | 31875 |
| *Surf Life Saving | 63 |
| *Surfing, UK | 2333 |
| Swimming | 193785 |
| Table Tennis | 108000 |
| *Taekwondo | 24000 |
| Tang Soo Do | 1302 |
| Tchoukball, UK | 250 |
| Tennis | 286520 |
| Tug of War | 1000 |
| Volleyball | 15000 |
| *Walking / Rambling | 83013 |
| *Water skiing | 8000 |
| Weight Lifting, GB | 4000 |
| Women's rugby | 6000 |
| Wrestling | 462 |
| | |
| | 8152589 |
| | 103197 |

Sports with no available data or no club structure.

| Sport | Affiliated Clubs |
|------------------------|-------------------------|
| Amateur Boxing | no data available |
| American Football | no data available |
| Baton Twirling | no data available |
| Caving | no data available |
| Cycling (recreational) | no data available |
| Dressage | no clubs |
| Endurance | no clubs |
| Eventing | no clubs |
| Keep Fit | no clubs |

| | |
|--------------------------------|-------------------|
| Horse Racing | no clubs |
| Horse Reining | no clubs |
| Luge | no clubs |
| Modern Pentathlon | no data available |
| Movement and Dance | no data available |
| Parachuting | no data available |
| Pool | no clubs |
| Rackets & Real Tennis | no data available |
| Riding Schools | no data available |
| Roller Skating (in line speed) | no data available |
| Rounders | no data available |
| Shooting | no data available |
| Show Jumping | no clubs |
| Ten Pin Bowling | no clubs |
| Triathlon | no data available |
| Yoga | no clubs |

-

- ***Sampling and triangulation***

- A9 In 1995, telephone interviews were conducted with clubs in 26 sports. In 2002, the same clubs were selected for the telephone interviews in these sports. However, some had ceased to exist, whilst others declined to participate. New clubs were therefore included, their selection being agreed with NGBs. The resulting sample included 71 of the 98 clubs interviewed in 1995. In the other 62 sports the selection of clubs to interview was made in consultation with NGBs (except for the sports where no clubs exist).
- A10 The selection of clubs was intended to be representative of the size structure of clubs in each sport. However, with typically only four clubs interviewed in each sport, it has to be accepted that a different selection of clubs may have yielded different numbers of volunteers and hours. When there was reason to doubt the representativeness of selected clubs, a fifth and sometimes a sixth club was researched.
- A11 Typically it was the club secretary who was telephone interviewed, whilst at the middle (region/county) and national NGB level a variety of post-holders were interviewed. The selection of the middle level sample was informed by and agreed with NGBs.
- A12 The same 12 sports were selected for focus groups as those in the 1995 research, for continuity and because they were among the most important sports for volunteering. They are athletics, badminton, bowls, cricket, football, gymnastics, hockey, netball, rugby union, sailing, swimming and tennis. Of these, all except bowls were focus sports in Sport England's recent Active Communities partnership initiative, which means at the NGB level they are committed to development of volunteering. However, their selection does not bias the results, because any impact of the Active Communities initiative would not have had time to reach down to volunteering in clubs at the time of the research.

- A13 In sampling clubs for focus groups, half the clubs selected had been included in the telephone interviews, whilst the other half were not telephone interviewed – the latter’s selection was made in consultation with NGBs. Some of the clubs which had not been telephone interviewed previously declined to take part in the focus groups, so more clubs were approached until sufficient numbers agreed. Both sets of focus groups provided data to triangulate the results from the telephone interviews, regarding numbers of volunteers per club and volunteer hours per week. This procedure in 1995 led to an adjustment of the quantities estimated for two sports. In the 2002 research the same procedure led to an upward adjustment of the estimates of hours volunteered in one sport, netball.
- A14 The number of questionnaire responses, and hence focus group participants, by sport, are shown in Table A3. The number of young people who participated in focus groups is 94 – details of these are presented in Chapter 6 of the main report.
- A15 Both the volunteers’ and young persons’ samples in the focus groups were lower than expected – 308 volunteers and 94 young people. The break down by sport of the 308 volunteers in focus groups is provided in Table A4. Getting clubs to agree to participate was more difficult in 2002 than 1995, and less people attended. These difficulties are probably symptomatic of the main issue identified by both volunteers and young people – the lack of time and the pressure of competing demands on that time.

Table A4 Club volunteers’ focus groups: responses by sport

| <i>Sport</i> | <i>Number of core club respondents</i> | <i>% of total</i> | <i>Number of club focus groups</i> |
|--------------|--|-------------------|------------------------------------|
| Athletics | 37 | 12 | 4 |
| Badminton | 28 | 9 | 4 |
| Bowls | 21 | 7 | 6 |
| Cricket | 19 | 6 | 4 |
| Football | 36 | 12 | 5 |
| Gymnastics | 20 | 6 | 4 |
| Hockey | 23 | 7 | 4 |
| Netball | 24 | 8 | 4 |
| Rugby Union | 21 | 7 | 4 |
| Sailing | 27 | 9 | 4 |
| Swimming | 30 | 10 | 4 |
| Tennis | 22 | 7 | 4 |

Source: focus groups’ survey

- A16 In two sports young people were difficult to get together for focus groups, i.e. bowls (no young people), and gymnastics (1 group refused to attend unless paid). In one cricket club the focus group combined young people with other volunteers because of a shortage of time. In each of the other nine sports there were two focus groups with young people.

A17 The focus groups constituted the samples for the questionnaire surveys of volunteers and young people, the first task in the focus groups being to complete the questionnaires.

Comparisons between 2002 and 1995

A18 Comparisons between 2002 and 1996 results was not an explicit objective of the 2002 research. In any case it is difficult to compare the 2002 estimates of volunteers and their hours contributed with the 1995 estimates, because of differences in methods.

- More comprehensive and more consistent interviewing in 2002. A full-time researcher was responsible for all interviews; and the use of email encouraged a much more interactive investigation of volunteer numbers.
- Changes in the sample of clubs interviewed influences the average number of volunteers per club or the number of hours per volunteer. Examples include badminton, canoeing, climbing/mountaineering, competitive cycling, golf, judo, amateur rugby league, tennis,
- Similar inconsistency problems arise at the national or middle level, because of different sampling in 2002, e.g. middle level volunteers in climbing/mountaineering, golf, orienteering,
- Double counting of volunteers working at two levels (e.g. national and middle) or volunteering for different roles (e.g. different committees) has as far as possible been eliminated in 2002, but was not so systematically eliminated from the 1995 data. Examples include clay pigeon shooting, competitive cycling, football, golf, netball, orienteering,
- Either exaggeration or over-cautious estimation occurred in the 1995 estimates, by the researcher or NGB consultees – this was agreed in retrospect by the 2002 researcher and the relevant NGBs. Exaggeration was apparent for the 1995 estimates for basketball (hours at middle level), recreational cycling (hours), netball, amateur rugby league, sailing, squash, swimming (national and middle levels). Over-caution was apparent for the 1995 estimates for recreational cycling (number of volunteers), football, orienteering, swimming (club level), table tennis. Some NGBs admitted that their monitoring of volunteering in their sport was better in 2002 than in 1995, e.g. squash.
- For all sports in 2002 there are direct estimates of volunteers and hours from NGBs, middle level volunteers and club volunteering. In 1995 this direct research was only conducted for 26 sports; for the rest an indirect estimate was made using average ratios from the 26 sports of volunteers per club or volunteers per member, and hours per volunteer.

A19 In many cases, these changes in methods are sufficient to cast doubt on the appropriateness of drawing comparisons between the 1995 and 2002 estimates. This conclusion applies particularly at the level of the individual sport, but it also applies to comparisons of the aggregate figures for the number of volunteers and the number of hours they contribute in all formal sports organisations.

APPENDIX 2: RESEARCH INSTRUMENTS

VOLUNTEERS OMNIBUS QUESTIONS

TELEPHONE INTERVIEW WITH NGBs' KEY CONTACTS

GUIDANCE ON ACCOUNTING FOR NGB VOLUNTEER TIME

TELEPHONE INTERVIEW WITH MIDDLE LEVEL NGB VOLUNTEERS

TELEPHONE INTERVIEW WITH CLUBS

TELEPHONE INTERVIEW WITH SCHOOLS

TELEPHONE INTERVIEW WITH FE COLLEGES

TELEPHONE INTERVIEW WITH UNIVERSITIES

TELEPHONE INTERVIEW WITH YOUNG PERSONS ORGANISATIONS

TELEPHONE INTERVIEW WITH DISABILITY ORGANISATIONS

TELEPHONE INTERVIEW WITH MAJOR EVENTS ORGANISERS

TELEPHONE INTERVIEW WITH LOCAL AUTHORITIES

FOCUS GROUPS WITH CLUB VOLUNTEERS

FOCUS GROUPS FOR YOUNG PEOPLE IN CLUBS

CLUB VOLUNTEER QUESTIONNAIRE

CLUB YOUNG PERSONS QUESTIONNAIRE

VOLUNTEERS OMNIBUS QUESTIONS

Q1) Have you been a volunteer in any of the sports or physical activities listed on this card in the last 12 months? Being a 'sports volunteer', means doing ANYTHING in a sporting context, other than playing, for which you have received no payment other than expenses.

[INTERVIEWER: SHOW SCREEN AND CODE ALL THAT APPLY BUT ALSO PROBE FOR ANY SPORTS NOT ON LIST - CODE 'OTHER' AND RECORD THESE SPORTS ON THE NEXT SCREEN].

- Athletics
- Badminton
- Basketball
- Bowls
- Cricket
- Cycling
- Fishing
- Football
- Golf
- Gymnastics
- Hockey
- Horse riding
- Keep fit/yoga
- Netball
- Rugby League
- Rugby Union
- Running/jogging
- Self defence
- Shooting
- Snooker/pool/billiards
- Squash
- Swimming
- Table tennis
- Tennis
- Tenpin bowling/skittles
- Walking (organised walks)/Rambling
- Weight lifting
- Weight training
- Other (record at next screen [other sports from GHS list])
- None

[INTERVIEWER: IF ANY CODED, ASK QUESTIONS 2-6 &10. IF 'NONE', ASK QUESTIONS 7-10].

***Note that Q2 is asked about each sport coded @Q1; Q3 is asked about each organisation/group coded @Q2 within each sport coded @Q1; and Q4-5 is asked about each activity coded @Q3 within each organisation/group coded @Q2 within each sport coded @Q1....**

This is designed as a 'loop' so, if more than one sport is coded @Q1, then Q2-5 will be asked about the first sport, followed by Q2-5 about the second sport etc. The organisations/groups from Q2 and activities from Q3 will generate sub-loops within the main sport loop.

Q2) Thinking just about <SPORT>, which of these would best describe the organisation(s) where you volunteered?

[INTERVIEWER: SHOW SCREEN – CODE MORE THAN ONE ORGANISATION IF APPROPRIATE].

- National governing body of sport (at National, Regional or county level).
- Sports club organised by its members.
- Sports club organised through a school.
- Sports club organised through a college/university.
- Youth organisation.
- Disabled sports organisation.
- Organisation focusing on specific sports event.
- An informal group such as family or a group of friends.
- Other type.**

**Note that the interviewers will be given the following instruction: “You should only code ‘Youth organisation’ or ‘Disabled sports organisation’ if the organisation is solely concerned with youth or disabled participants respectively. If the respondent works with young people at a normal sports club, you should code ‘Sports club organised by its members’, not ‘Youth organisation’.”*

Q3) Thinking just about this/the <TEXT FROM Q2>, have you done any of these things in the last 12 months? Please only include an activity if you did it on a voluntary basis, i.e. without being paid more than expenses.

[INTERVIEWER: SHOW SCREEN AND CODE ALL THAT APPLY].

- Performed an administrative role for this organisation (e.g. chair, secretary, fixture secretary, committee member, club captain, event organiser etc.).
- Coached members of this organisation.
- Refereed, umpired, or officiated at a sports match/competition.
- Raised funds for the organisation.
- Provided any other practical help, such as providing transport which helps children or adults take part in the sport (other than own children and relatives); stewardship; helping with refreshments; helping with sports kit or equipment, or first aid.
- Only helped own children and/or relatives
- Other activity (specify).

Q4) Thinking just about your <ABBREVIATED DESCRIPTION FROM Q3>, over the last 12 months, during which months would you say that you’ve undertaken this activity?

[INTERVIEWER: RESPONDENTS SHOULD THINK OF ALL MONTHS WHEN THEY DO THIS ACTIVITY, NO MATTER HOW LITTLE THEY DO – CODE ALL MONTHS THAT APPLY].

- June 2001
- July 2001
- August 2001
- September 2001
- October 2001
- November 2001
- December 2001
- January 2002
- February 2002
- March 2002
- April 2002
- May 2002
- All months
- Volunteered for a single event
- Can’t remember

Q5) Thinking just about your <ABBREVIATED DESCRIPTION FROM Q3>, in a typical week, how many hours would you say that you spend on this activity?

[INTERVIEWER: PRECISE NUMBER OR ‘DON’T KNOW’].

- _____ hrs per week
- Don’t know.

- IF ANSWERED ‘Volunteered for a single event’ at Q4 ask Q5B, instead of Q5

Q5B) How many hours did you spend in total on this event?

[INTERVIEWER: PRECISE NUMBER OR 'DON'T KNOW'].

- _____ hrs per week
- Don't know

• Q6) What first got you involved in doing voluntary work in sports?

[INTERVIEWER: SHOW SCREEN AND CODE ALL THAT APPLY – ORDER RANDOMISED].

- Desire to continue involvement in sport after playing/participating career ended.
- As an alternative to full time paid employment (e.g. during periods of unemployment/part time employment, after retirement, etc.)
- Responding to the needs or interests of my family or friends.
- Helping at school
- It was related to my paid work.
- To help my local community.
- I wanted to improve things/help people.
- I wanted to meet people/make friends.
- Someone asked me to help.
- I offered to help.
- I started a club.
- I had time to spare.
- I'm good at it.
- I thought it would give me the chance to learn new skills.
- I did it because my child(ren) take part in the sport.
- Other (specify).
- None of these.

[INTERVIEWER: GO TO Q10].

Q7) Have you ever considered being a sports volunteer?

- Yes, and did so in the past. *[INTERVIEWER: GO TO Q8].*
- Yes, but never did it. *[INTERVIEWER: GO TO Q9].*
- Never considered it. *[INTERVIEWER GO TO Q10].*

Q8) Why did you stop being a sports volunteer?

[INTERVIEWER: PROBE AND CODE ALL THAT APPLY].

- My help was no longer wanted.
- Started a family.
- Demands of job.
- Did not have enough time to spare.
- Did not have the right skills/experience.
- Did not fit in with the other people involved.
- Any reason involving money.
- Efforts of volunteers are not appreciated/recognised
- Too old.
- Family/partner complained about it.
- Too formal/too much paperwork.
- Prefer just to play sport/still playing sport.
- Too disorganised
- Children grew up.
- Other (specify).

Q9) Having considered it, why did you decide not to become a sports volunteer?

[INTERVIEWER: PROBE AND CODE ALL THAT APPLY]

- My help was not wanted
- Started a family.
- Demands of job.
- Did not have enough time to spare.
- Did not have the right skills/experience.
- Did not fit in with the other people involved.
- Any reason involving money.
- Efforts of volunteers are not appreciated/recognised
- Too old.
- Family/partner complained about it.
- Too formal/too much paperwork.
- Prefer just to play sport/still playing sport.
- Too disorganised
- No one asked me
- Didn't know how to go about it.
- Other (specify).

[INTERVIEWER: ASK ALL].

Q10) Have you ever done any non-sport voluntary work (that is without being paid more than expenses)?

[INTERVIEWER: PROBE FOR BEST ANSWER].

- Currently doing voluntary work.
- Did voluntary work in the last 12 months but not currently.
- Did voluntary work but not in the last 12 months.
- Never done any voluntary work.
- Don't know.

TELEPHONE INTERVIEW WITH NGBs' KEY CONTACTS

Governing Body: _____

Details: _____

Notes: (i) Sole governing body or others? Does it cover other sporting activities? Check structure against 1996 results, if available. (ii) Make sure we find out what they've got.

Interviewee / Position: _____

Contact Details: _____

Q1. How many volunteers are involved in the organisation of the sport above club level and what do they do? **(eg at national, regional, county or district levels, in the governing body).**

Q2. Could you give an estimate of the amount of time involved in this voluntary work? **(eg average hours per week) See guidance notes at end**

| Volunteer Roles | Qty | • In Season | | • Out Of Season | |
|---|-----|-------------|-------|-----------------|-------|
| | | Hours | Weeks | Hours | Weeks |
| • National | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| Disabled | | | | | |
| | | | | | |
| Regional If available | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| Disabled | | | | | |
| | | | | | |
| County / district If available | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| Disabled | | | | | |
| | | | | | |
| Total Hours Per Week | | | | | |
| Total Hours Per Year | | | | | |
| Overall Hours Per Year (in and out of season) | | | | | |

As part of our research it is important that we obtain information about the number of clubs in your sport to enable us to aggregate the amount of voluntary work involved in the sport.

Q3. How many affiliated clubs are there in your sport? _____

Q4. How many individuals (members) does this represent? _____

Q5. Could you give an idea of the average club size? _____

Q6. Can you provide an estimate of the extent to which there is unaffiliated but organised activity in your sport ie. number of unaffiliated clubs / participants? And where is it most likely?

Q7. Do you use volunteers as part of any major events e.g. National / Regional Championships that you organise? If so how many and what number of hours?

Q8. Are you aware of any significant trends in the number and type of volunteers in the last 5 years? **a) In your NGB above club level b) In your sport as a whole**

- a) Volunteer numbers _____
 Volunteer functions _____
 Time given by volunteers _____
 Age, gender, ethnicity _____
 Balance between paid and voluntary work _____

- b) Volunteer numbers _____
 Volunteer functions _____
 Time given by volunteers _____
 Age, gender, ethnicity _____
 Balance between paid and voluntary work _____

Q9. What do you think are the major factors behind any significant changes in volunteering in your sport above club level?

Q10. Are you aware of any particular difficulties involving volunteers at your NGB above club level?

- Recruiting volunteers**

- Manging / working with volunteers**

- Retaining volunteers**

- Training volunteers**

- Volunteer expenses**

Q11. What is your feeling about recruiting young people (16-24 years) as volunteers within your NGB?

• Q12. Are you aware of Sport England's VIP (Volunteer Investment Programme)?

Yes No

Q13. Is your NGB a member of VIP?

Yes No

• Q14. To what extent has your NGB made use of VIP?

VIP Welcome Pack VIP Training courses
VIP hotline VIP promotional materials and discounted publications

Free VIP seminars VIP fact sheets
VIP good practice guides VIP recognition awards
Running Sport booklets / home study packs Running Sport workshops

Other _____

Q15. What other assistance is available to volunteers in your sport and where does it come from?

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National governing bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q16. Is there any specific assistance on the recruitment, management and training of volunteers?

| | Yes | No | Don't know |
|-------------|--------------------------|--------------------------|--------------------------|
| Recruitment | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Training | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Q17. Does your organisation have a volunteer co-ordinator?

Yes No Don't know

Comments _____

Q18. Does your organisation have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If yes, please can we have a copy?

Yes No Don't know

Comments _____

Q19. Do you produce written guidance for volunteers? If yes, can we please have copies?

| | Yes | No | Don't know |
|----------|--------------------------|--------------------------|--------------------------|
| Handbook | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sponsorship and fundraising (incl. sponsorship proposals, National Lottery, sports grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Other _____

Q20. Either

a) In 1995 we selected with your organisation's help the following 4 clubs which you felt were 'typical'. Are they still typical? If not, what others would you recommend?

Or

b) In the next stage of our research we want to contact four typical clubs in your sport in England. Could you provide us with the addresses and phone numbers of four English club secretaries to enable us to do this? Or a handbook from which we can select four clubs?

1. _____
2. _____
3. _____
4. _____

nb. Prefer to rely on the NGB to select 'typical' clubs and clarify what they perceive to be important selection criteria.

Q21. Finally, we also wish to contact four typical volunteers operating within your sport above club level e.g. at regional or county level. Please could you provide us with the names and contact details of four middle level volunteers?

1. _____
2. _____
3. _____
4. _____

Thank you very much.

The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes

No

GUIDANCE ON ACCOUNTING FOR NGB VOLUNTEER TIME

National Executive Committee / Board of Directors / Council

How many times a year does it meet? How long do the meetings last?

How many members are there? What are their roles? Are they all volunteers?

Do some members carry out lots of voluntary work for the Committee outside of the meetings? If so, roughly how many hours per week might they spend?

Sub Committees

How many sub committees are there?

How many times a year do they meet? How long do the meetings last?

How many members are there? What are their roles? Are they all volunteers?

Do some members carry out lots of voluntary work for the sub committees outside of the meetings? If so, roughly how many hours per week might they spend?

NB when totting up the total number of volunteers try not to double count people who might be on 2 or 3 committees.

National Squads

Are any of the national squads run by volunteers?

If so, how much time do these volunteers contribute? Perhaps estimate this by the number of weekends per year or the average hours per week?

National Competitions and Events

Are the national competitions and events run by volunteers?

Is there a competitions committee?

How many volunteers are needed to put on a typical event or competition?

Which volunteers set up events in the weeks leading up? How much time might they contribute?

Regional Committees

How many regional committees are there?

What is the size of a typical regional committee? How long do the meetings typically last? How frequently do they meet?

Are there regional sub committees?

Which members carry out voluntary work for the committees outside of these meetings? Can you estimate this?

County / District Committees

17 As above

Other national / regional volunteers

Does your national governing body have any other national or regional volunteers e.g. web master, disability coach / organiser

Remember: What we are ultimately trying to calculate is the total number of volunteers at national, middle and club levels and the total number of hours being put in by volunteers. We therefore need you to estimate these totals, at national level especially and hopefully middle level too.

Please Note: these are only recommendations, there are other ways you can calculate volunteer time, and what works best really depends on the nature of your own organisation. We only require your best estimate and how you arrive at those figures is entirely your own choosing.

TELEPHONE INTERVIEW WITH MIDDLE LEVEL VOLUNTEERS

Governing Body: _____

Interviewee / Position: _____

Contact Details: _____

Q1. Could you give an estimate of the amount of time you spend doing voluntary work for your sport above club level (eg average hours per week). Does this depend on the time of year?

Hours/Week In Season _____ Hours/Week Out of Season _____

Months in season _____ Months out of season _____

Q2. Have any changes occurred in the amount of time you devote to volunteering for your sport above club level in the last 5 years?

Q3. What are the major factors behind any significant changes in your volunteering?

Q4. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

• Q5. Are you a member of VIP?

Yes No

• Q6. Have you made use of VIP?

Yes No

If yes, **which of the following have you made use of:**

VIP Welcome Pack

VIP Training courses

VIP hotline

VIP promo materials and discounted publications

Free VIP seminars

VIP fact sheets

VIP good practice guides

VIP recognition awards

Running Sport booklets /

Running Sport workshops

home study packs

Other _____

Q7. Does your organisation have any volunteer co-ordinators at regional level? If so how many?

Finally, a few questions about yourself:

• Q8. Age

16 – 19

20 – 24

25 – 34

35 – 44

45 – 59

60 – 69

70+

- **Q9. Sex**

| | | |
|--------|--------------------------|--|
| Male | <input type="checkbox"/> | |
| Female | <input type="checkbox"/> | |

- **Q10. Ethnicity** _____

- **Q11. Employment Status**

| | | |
|-------------------------|--------------------------|--------------------------|
| In full time employment | <input type="checkbox"/> | |
| In part time employment | <input type="checkbox"/> | |
| Unemployed | | <input type="checkbox"/> |
| Retired | <input type="checkbox"/> | |
| In full time education | <input type="checkbox"/> | |
| Other | | <input type="checkbox"/> |

- **Q12. Highest level of educational attainment**

| | | |
|---|--------------------------|--------------------------|
| Degree level or higher | <input type="checkbox"/> | |
| Higher education below degree level | <input type="checkbox"/> | |
| GCE 'A' level or equivalent | | <input type="checkbox"/> |
| GCSE grades A-C or equivalent | <input type="checkbox"/> | |
| GCSE grades D-G/ commercial qualifications/apprenticeship | <input type="checkbox"/> | |
| Foreign or other qualification | <input type="checkbox"/> | |
| None of the above | | <input type="checkbox"/> |

- **Q13. How long have you served at this level within your sport?**

| | |
|--------------------|--------------------------|
| Less than one year | <input type="checkbox"/> |
| 1 – 2 years | <input type="checkbox"/> |
| 2 – 3 years | <input type="checkbox"/> |
| 3 – 4 years | <input type="checkbox"/> |
| 4 years plus | <input type="checkbox"/> |

- **Q14. Why did you start volunteering within your sport?**

Thanks. The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Is it OK for us to contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH CLUBS

Sport: _____
 Club: _____
 Interviewee / Position: _____
 Contact Number: _____
 Duration of season: _____

Q1. How many volunteers are involved in the organisation of the sport at your club and what do they do?

Q2. For each one of the roles you have described could you estimate the time involved in voluntary work with your club each week (average hours per week in a typical week, in season and out of season if there are significant seasonal differences).

| Club Officers | Qty | In Season | | Out Of Season | |
|--|-----|-----------|-------|---------------|-------|
| | | Hours | Weeks | Hours | Weeks |
| Chair | | | | | |
| Secretary | | | | | |
| Treasurer | | | | | |
| Fixture Sec | | | | | |
| Social Sec | | | | | |
| | | | | | |
| Other Roles | | | | | |
| Juniors | | | | | |
| Coaching | | | | | |
| Umpiring | | | | | |
| Refreshments | | | | | |
| Bar | | | | | |
| Cleaning | | | | | |
| Maintenance | | | | | |
| | | | | | |
| Total Hours Per Week | | | | | |
| Total Hours Per Year | | | | | |
| Overall Hours Per Year (in and out of season) | | | | | |

Q3. Are there any significant volunteering trends at your club in the last 5 years?

Volunteer numbers _____

Volunteer functions _____

Time given by volunteers _____

Age, gender, ethnicity _____

Balance between paid and voluntary work _____

Q4. What do you think are the major factors behind any significant changes in volunteering in your club, in the last 5 years?

Q5. Are you aware of any particular difficulties involving volunteers at your club?

Recruiting volunteers

Managing / working with
volunteers

Retaining volunteers

Training volunteers

Volunteer expenses

Other

Q6. What is your feeling about recruiting young people (16-24 years) as volunteers at your club?

Q7. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

• Q8. Is your club a member of VIP?

Yes No Don't know

Q9. Have you made use of VIP?

Yes No Don't know

If yes, which of the following have you made use of:

VIP Welcome Pack

VIP Training courses

VIP hotline

VIP promo materials and discounted publications

Free VIP seminars

VIP fact sheets

VIP good practice guides

VIP recognition awards

Running Sport booklets /

Running Sport workshops

home study packs

Q10. Is your club aware of other kinds of support available to sports volunteers from the following organisations:

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other

Q11. Does your club receive any support for its volunteers from the following organisations:

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other

Q12. Does your club have a volunteer co-ordinator? (i.e. one person who organises the recruitment, management and retention of volunteers)

Yes No Don't know

Comments: _____

Q13. Does your club have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If yes, can we have a copy?

Yes No Don't know

Comments: _____

Q14. Does your club produce any of the following written guidance for volunteers? If yes, can we please have copies?

| | | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Handbook | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness / first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment & management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sponsorship and fundraising (incl. sponsorship proposals, National lottery bids, small grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Other _____

Thank you for your help.

The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH SCHOOLS

School: _____

Interviewee / Position: _____

Contact Details: _____

Q1. How many volunteers are involved in the organisation of sports at your school, what do they do and which sports are they involved in?

Q2. For each one of the roles you have described could you estimate the time involved in voluntary work with sport at your school each week (average hours per week in a typical week) and the number of weeks per year.

NB unpaid overtime is not volunteering.

| Sport | Coaching | | Transport | | Officiating | | Admin | | Other | | Weeks pa | Hours pa |
|--------------|----------|-----|-----------|-----|-------------|-----|-------|-----|-------|-----|----------|----------|
| | Qty | Hrs | Qty | Hrs | Qty | Hrs | Qty | Hrs | Qty | Hrs | | |
| Football | | | | | | | | | | | | |
| Rugby Union | | | | | | | | | | | | |
| Rugby League | | | | | | | | | | | | |
| Hockey | | | | | | | | | | | | |
| Netball | | | | | | | | | | | | |
| Athletics | | | | | | | | | | | | |
| Swimming | | | | | | | | | | | | |
| Cricket | | | | | | | | | | | | |
| Tennis | | | | | | | | | | | | |
| Rounders | | | | | | | | | | | | |
| Badminton | | | | | | | | | | | | |
| Basketball | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Total | | | | | | | | | | | | |

Q3. Are there any significant volunteering trends at your school in the last 5 years?

Volunteer numbers

 Volunteer functions

 Time given by volunteers

 Age, gender, ethnicity

 Balance between paid and voluntary work

Q4. What do you think are the major factors behind any significant changes in sports volunteering in your school?

Q5. Are you aware of any particular difficulties involving volunteers at your club?

Recruiting volunteers

Managing / working with volunteers

Retaining volunteers

Training volunteers

Volunteer expenses

Other _____

Q6. What is your feeling about recruiting young people (16-24 years) as sports volunteers at your school?

Q7. Have you heard of Sport England's VIP (Volunteer Investment Programme)?
Yes No

• Q8. Is your school a member of VIP?
Yes No Don't know

• Q9. Has your school made use of VIP?
Yes No Don't know

If yes which of the following have you made use of:

| | |
|---|--|
| VIP welcome pack <input type="checkbox"/> | VIP training courses <input type="checkbox"/> |
| VIP hotline <input type="checkbox"/> | VIP promo materials & discounted publications <input type="checkbox"/> |
| VIP free seminars <input type="checkbox"/> | VIP fact sheets <input type="checkbox"/> |
| VIP good practice guides <input type="checkbox"/> | VIP recognition awards <input type="checkbox"/> |
| Running Sport booklets / home study packs <input type="checkbox"/> | Running sport workshops <input type="checkbox"/> |

Other _____

Q10. Does your school benefit from any assistance from other organisations to help volunteers in running sports activities? **For example:**

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q11. Are you aware of any other forms of external assistance for volunteers in your school that you have not chosen to use? **For example:**

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q12. Does your school have a volunteer co-ordinator? (des. one person who organises the recruitment, management and retention of volunteers)
Yes No Don't know

Comments: _____

Q13. Does your school have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If yes, please can we have a copy?

Yes No Don't know

Comments: _____

Q14. Do you produce written guidance for volunteers? If yes, please can we have copies?

| | | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Handbook | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sponsorship and fundraising (incl. sponsorship proposals, National lottery bids, small grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Other _____

Thank you very much. The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH FE COLLEGES

FE College: _____

Interviewee / Position: _____

Contact Number: _____

Q1. How many volunteers are involved in the organisation of sports at your college, what do they do and which sports are they involved in?

Q2. For each one of the roles you have described could you estimate the amount of time (hours per week) and duration (weeks/months per year) of voluntary work involved with these activities.

| Sport | e.g. coaching | | | e.g. transport | | | e.g. officiating | | | e.g. admin | | | • Other | | |
|------------|---------------|-----|-----|----------------|-----|-----|------------------|-----|-----|------------|-----|-----|---------|-----|-----|
| | Qty | Hrs | Dur | Qty | Hrs | Dur | Qty | Hrs | Dur | Qty | Hrs | Dur | Qty | Hrs | Dur |
| Football | | | | | | | | | | | | | | | |
| Rugby | | | | | | | | | | | | | | | |
| Athletics | | | | | | | | | | | | | | | |
| Hockey | | | | | | | | | | | | | | | |
| Netball | | | | | | | | | | | | | | | |
| Basketball | | | | | | | | | | | | | | | |
| Others | | | | | | | | | | | | | | | |
| Total | | | | | | | | | | | | | | | |

Q3. Are there any significant volunteering trends at your college in the last 5 years?

Volunteer numbers

Volunteer functions

Time given by volunteers

Age, gender, ethnicity

Balance between paid and voluntary work

Q4. What do you think are the major factors behind any significant changes in sports volunteering in your college?

Q5. Are you aware of any particular difficulties involving sports volunteers at your college?

Recruiting volunteers

Managing / working with volunteers

Retaining volunteers

Training volunteers

Volunteer expenses

Other _____

Q6. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

• Q7. Is your college a member of VIP?

Yes No Don't know

• Q8. Have you made use of VIP?

Yes No Don't know

If yes which of the following have you made use of:

VIP welcome pack

VIP hotline

VIP free seminars

VIP good practice guides

Running Sport booklets

home study packs

VIP training courses

VIP promo materials & discounted publications

VIP fact sheets

VIP recognition awards

Running Sport workshops

Other _____

Q9. Does your college benefit from any assistance from other organisations for volunteers in sports activities? For example:

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q10. Are you aware of any other forms of external assistance for volunteers in your college that you have not chosen to use?

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other

Q11. Does your organisation have a volunteer co-ordinator? (i.e. one person who organises the recruitment, management and retention of volunteers)

Yes No Don't know

Comments :

Q12. Does your college have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If so can we have a copy?

Yes No Don't know

Comments: _____

Q13. Do you produce written guidance for volunteers? **If so can we have copies?**

| | Yes | No | Don't know | |
|--|-----|--------------------------|--------------------------|--------------------------|
| Handbook | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | | | <input type="checkbox"/> | <input type="checkbox"/> |
| Insurance and legal liability | | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | | | <input type="checkbox"/> | <input type="checkbox"/> |
| Sponsorship and fundraising (incl. sponsorship proposals, National Lottery bids, sports grants) | | <input type="checkbox"/> | <input type="checkbox"/> | |

Other _____

Thank you very much.

The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes

No

TELEPHONE INTERVIEW WITH UNIVERSITIES

University: _____

Interviewee / Position: _____

Contact Details: _____

Q1. How many sports clubs does your university have?

Q2. How many volunteers are involved in each of these sports clubs?

Q3. Could you estimate the time involved in voluntary work with sport at your university each week (average hours per week in a typical week) and the number of weeks per year.

| • Sport | e.g. coaching | | e.g. transport | | e.g. officiating | | e.g. admin | | e.g. other | | Weeks pa | Hours pa |
|--------------|---------------|-----|----------------|-----|------------------|-----|------------|-----|------------|-----|----------|----------|
| | Qty | Hrs | Qty | Hrs | Qty | Hrs | Qty | Hrs | Qty | Hrs | | |
| Football | | | | | | | | | | | | |
| Rugby Union | | | | | | | | | | | | |
| Rugby League | | | | | | | | | | | | |
| Hockey | | | | | | | | | | | | |
| Netball | | | | | | | | | | | | |
| Athletics | | | | | | | | | | | | |
| Swimming | | | | | | | | | | | | |
| Cricket | | | | | | | | | | | | |
| Tennis | | | | | | | | | | | | |
| Squash | | | | | | | | | | | | |
| Badminton | | | | | | | | | | | | |
| Basketball | | | | | | | | | | | | |
| Table Tennis | | | | | | | | | | | | |
| | | | | | | | | | | | | |
| Total | | | | | | | | | | | | |

Q4. Are there any significant volunteering trends at your university, in the last 5 years?

Volunteer numbers

Volunteer functions

Time given by volunteers

Age, gender, ethnicity

Balance between paid and voluntary work

Q5. What do you think are the major factors behind any significant changes in sports volunteering in your university?

Q6. Are you aware of any particular difficulties involving volunteers at your university?

Recruiting volunteers

Managing / working with volunteers

Retaining volunteers

Training volunteers

Volunteer expenses

Other _____

Q7. Have you heard of Sport England's VIP (Volunteer Investment Programme)?
Yes No

• Q8. Is your university a member of VIP?
Yes No Don't know

• Q9. Have you made use of VIP?
Yes No Don't know

If yes which of the following have you made use of:

| | |
|--|--|
| VIP welcome pack <input type="checkbox"/> | VIP training courses <input type="checkbox"/> |
| VIP hotline <input type="checkbox"/> | VIP promo materials & discounted publications <input type="checkbox"/> |
| VIP free seminars <input type="checkbox"/> | VIP fact sheets <input type="checkbox"/> |
| VIP good practice guides <input type="checkbox"/> | VIP recognition awards <input type="checkbox"/> |
| Running Sport booklets / home study packs <input type="checkbox"/> | Running Sport workshops <input type="checkbox"/> |

Other _____

Q10. Does your university benefit from any assistance from other organisations for volunteers in sports activities? **For example:**

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q11. Are you aware of any other forms of external assistance for volunteers in your university that you have not chosen to use?

| | Yes | No | Don't know |
|-------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

National Governing Bodies
Volunteer support agencies

Other _____

Q12. Does your university have a volunteer co-ordinator? (i.e. one person who manages the recruitment, management and retention of volunteers)

Yes No Don't know

Comments:

Q13. Does your university have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If yes, can we please have a copy?

Yes No Don't know

Comments : _____

Q14. Do you produce written guidance for volunteers? If so can we have copies?

| | | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Handbook | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sponsorship and fundraising (incl. sponsorship proposals, National lottery bids, small grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |

Other _____

Thank you very much. The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH YOUNG PERSONS ORGANISATIONS

Young persons organisation: _____

Interviewee / Position: _____

Contact Details: _____

Q1. How many volunteers are involved in delivering your youth organisations programme of activity?

Q2. How many of these volunteers are devoted to delivering sports and physical activities/games? **For example: ball games (football, rugby, netball, basketball); racket sports (tennis, badminton, table tennis); water sports (swimming, sailing, surfing); field sports (riding, shooting); outdoor activities (walking, climbing, orienteering, caving).**

Q3. How much time do volunteers devote to sport and physical activities each week?

Q4. Are there any significant volunteering trends at your organisation in the last 5 years?

Volunteer numbers _____

Volunteer functions _____

Time given by volunteers

 Age, gender, ethnicity _____

Balance between paid and voluntary work _____

Q5. What do you think are the major factors behind any significant changes in volunteering in your organisation?

Q6. Are you aware of any particular difficulties involving volunteers at your organisation?

Recruiting volunteers

 Managing / working with volunteers

 Retaining volunteers

 Training volunteers

 Volunteer expenses

 Other

Q7. What is your feeling about recruiting young people (16-24 years) as volunteers at your organisation?

Q8. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

- Yes No

• Q9. Is your organisation a member of VIP?

Yes No Don't know

• Q10. Have you made use of VIP?

Yes No Don't know

If yes, which of the following have you made use of:

- VIP Welcome Pack VIP Training courses
 VIP hotline VIP promo materials and discounted publications
 Free VIP seminars VIP fact sheets
 VIP good practice guides VIP recognition awards
 Running Sport booklets/
 home study packs Running Sport Workshops
 Other _____

Q11. Does your organisation benefit from any assistance from other organisations to help volunteers in sports? **For example:**

| | Yes | No | Don't know |
|--------------------------------|--------------------------|--------------------------|--------------------------|
| Local authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National governing bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other <input type="checkbox"/> | _____ | | |

Q12. Are you aware of any other forms of external assistance for volunteers in your organisation that you have not chosen to use?

| | Yes | No | Don't know |
|--------------------------------|--------------------------|--------------------------|--------------------------|
| Local authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National governing bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other <input type="checkbox"/> | _____ | | |

Q13. Does your organisation have a volunteer co-ordinator? (i.e. one person who organises the recruitment, management and retention of volunteers)

Yes No Don't know

Comments: _____

Q14. Does your organisation have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If so can we have a copy?

Yes No Don't know

Comments: _____

Q15. Do you produce written guidance related to sports activity for volunteers? **For example on:**

| | Yes | No | Don't know |
|---|--------------------------|--------------------------|--------------------------|
| Handbook | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Child protection | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sponsorship and fundraising (incl. sponsorship proposals, National Lottery, sports grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other <input type="checkbox"/> | _____ | | |

Thank you very much.

The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes

No

TELEPHONE INTERVIEW WITH DISABILITY ORGANISATIONS

Disability Organisation: _____
 Interviewee / Position: _____
 Contact Details: _____

Q1. How many volunteers are involved in the provision of sport at your organisation and what do they do? **NB Gateway Clubs more general.**

Q2. Could you give an estimate of the amount of time involved in this voluntary work? **(eg average hours per week)**

| Volunteer Roles | Qty | • In Season | | • Out of Season | |
|---|-----|-------------|-------|-----------------|-------|
| | | Hours | Weeks | Hours | Weeks |
| • National | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| Regional | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| County / district | | | | | |
| Administration | | | | | |
| Coaching | | | | | |
| Officials | | | | | |
| Juniors | | | | | |
| Elite | | | | | |
| Total Hours Per Week | | | | | |
| Total Hours Per Year | | | | | |
| Overall Hours Per Year (in and out of season) | | | | | |

Q4. Does your organisation run major events (e.g National Championships, Junior Championships)? If yes, how many volunteers do you use and can you estimate the number of hours per volunteer?

Q5. Are there any significant volunteering trends at your organisation in the last 5 years?

Volunteer numbers

Volunteer functions

Time given by volunteers

Age, gender, ethnicity

Balance between paid and voluntary work

Q6. What do you think are the major factors behind any significant changes in sports volunteering in your organisation?

Q7. Are you aware of any particular difficulties involving volunteers at your organisation?

Recruiting volunteers

Managing / working with volunteers

Retaining volunteers

Training volunteers

Volunteer expenses

Other _____

Q8. What is your feeling about recruiting young people (16-24 years) as volunteers in your organisation?

Q9. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

• Q10. Is your organisation a member of VIP?

Yes No Don't know

• Q11. Has your organisation made use of VIP?

Yes No Don't know

If yes, which of the following have you made use of:

VIP welcome pack

VIP training courses

VIP hotline

VIP promo materials and discounted publications

VIP free seminars

VIP fact sheets

VIP good practice guides

VIP recognition awards

Running Sport booklets /

Running Sport workshops

Home study packs

Other _____

Q12. Does your organisation benefit from any assistance from other organisations to help sports volunteers? **For example:**

| | Yes | No | Don't know |
|-----------------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q13. Are you aware of any other forms of external assistance for sports volunteers in your organisation that you have not chosen to use? **For example:**

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other

Q14. Does your organisation have a volunteer co-ordinator? (i.e. one person who organises the recruitment, management and retention of volunteers)

Yes No Don't know

Comments: _____

Q15. Does your organisation have a written volunteer strategy? (covering such issues as recruitment, retention, training, management) If yes please can we have a copy?

Yes No Don't know

Comments: _____

Q16. Do you produce written guidance for volunteers? If so can we have copies?

| | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|
| Handbook | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Child protection | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sponsorship and fundraising (incl. sponsorship proposals, National Lottery, sports grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q17. In the next stage of our research we want to contact four typical disability sports clubs in England. Could you give us the addresses and phone numbers of four club secretaries to enable us to do this? Or a handbook from which we can select four clubs?

1. _____
2. _____
3. _____
4. _____

Thank you very much. The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH MAJOR EVENTS ORGANISERS

Major Event Name: _____

Interviewee / Position: _____

Contact Details: _____

Q1. How many volunteers are involved in the organisation of your event and what do they do?

Q2. For each one of the roles you have described could you estimate the time involved in voluntary work with your event each week (average hours per week in a typical week) and the duration of the voluntary effort (weeks).

| • Roles | • Qty | • Hours per week | • Duration - weeks • per year |
|---------|-------|------------------|----------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| Totals | | | |

Q3. Are there any significant volunteering trends for your events in the last 5 years?

Volunteer numbers

 Volunteer functions

 Time given by volunteers

 Age, gender, ethnicity

 Balance between paid and voluntary work

Q4. What do you think are the major factors behind any significant changes in volunteering for major events?

Q5. Are you aware of any particular difficulties involving volunteers at your events?

Recruiting volunteers

 Managing / working with volunteers

 Retaining volunteers

 Training volunteers

 Volunteer expenses

 Other _____

Q6. What is your feeling about recruiting young people (16-24 years) as volunteers at events?

Q7. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

• Q8. Is your organisation a member of VIP?

Yes No Don't know

• Q9. Have you made use of VIP?

Yes No Don't know

If yes which of the following have you made use of:

VIP welcome pack

VIP training courses

VIP hotline

VIP promo materials & discounted publications

VIP free seminars

VIP fact sheets

VIP good practice guides

VIP recognition awards

Running Sport booklets / home study packs

Running Sport workshops

Other _____

Q10. Does your event benefit from any assistance from other organisations for volunteers in events? **For example:**

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

Q11. Are you aware of any other forms of external assistance for volunteers at your event that you have not chosen to use?

| | Yes | No | Don't know |
|----------------------------|--------------------------|--------------------------|--------------------------|
| Local Authorities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sport England | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| National Governing Bodies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Volunteer support agencies | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Other _____

• **Q12. Does your event have a volunteer co-ordinator?** (i.e. one person who organises the recruitment, management and retention of volunteers)

Yes No

Comments :

Q13. Do you have a written volunteer strategy? **(covering such issues as recruitment, retention, training, management)** If so can we have a copy?

Yes No

Comments: _____

Q14. Do you produce written guidance for volunteers? If yes can we have copies?

| | | Yes | No | Don't know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| Handbook | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Health & safety awareness and first aid | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Insurance and legal liability | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Child protection | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recruitment and management of volunteers (incl. job specs, training, qualifications, advertising) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Sponsorship and fundraising (incl. sponsorship proposals, National lottery bids, small grants) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| Other <input type="checkbox"/> | _____ | | | |

Thank you very much. The results will be used to help Sport England learn how best they can help voluntary sports clubs.

Can we contact you again if we require additional information?

Yes No

TELEPHONE INTERVIEW WITH LOCAL AUTHORITIES

Local Authority:

Contact Person:

Date:

•

- Q1. Does your local authority have a strategy for developing volunteers in sport?

- Does it work with voluntary sports clubs?
- Does it provide assistance to voluntary sports clubs, if so what?
- Does it have a database of sports volunteers?
- Does it recruit volunteers?

- Q2. **Has your local authority been involved with any volunteer initiatives e.g. VIP, Millennium Volunteers.** If so, how? Results?

- Q3. What are the benefits of voluntary sports clubs to your local authority area?

- Q4. **What issues and challenges do you face in trying to develop the voluntary sport sector in your area?**

FOCUS GROUPS WITH CLUB VOLUNTEERS

18

19 Beforehand

Ask if other volunteers could attend the focus group, in addition to the Club Committee.

Take pens, badges/labels and good tape recorder with multidirectional microphone.

20

21 Introduction

Explain the research objectives and how this meeting will contribute to them.

Explain that you will initially distribute a questionnaire that each person will fill in individually. This will give us general information about volunteers in clubs and some of the issues facing volunteers. This will take about ten minutes.

The answers are confidential and will not be shared with the other committee members, although some of the questions will act as a warm up for the group discussion.

In the general discussion explain that they will be asked, as a group, about a range of issues that face volunteers in sports clubs. The whole thing should take about an hour to an hour and a half - is that OK or is there a shorter time limit?

Any questions?

Administer the questionnaires

In addition, give sufficient questionnaires and reply paid envelopes to the secretary or chair, asking them to distribute them to all other volunteers, encouraging them to complete and return the questionnaires.

FOCUS GROUP DISCUSSION

The detailed questions below are only a guide. Better to start with the general issues and let the group develop the discussion, steering if necessary to some of the detailed considerations.

NB Important questions are in bold, illustrative questions are not, advisory notes are in italic.

1. Size and scope of volunteering in the club

Which volunteers are missing from the meeting? Ask about all the voluntary work done in the club i.e. an audit of the types of work done, how many people are involved and how many hours a week each; for different functions such as administration, grounds maintenance, coaching, captains, match officials, bar/catering, events, socials.

(This is to allow calculation of total hours per year voluntary work done for the club, as a check on stage one research findings.)

2. The amount of work to be done and the quantity of volunteers

What do you think about the number of volunteers in this club in relation to the work that needs doing?

Enough to do the work that is needed?

Too little? What else needs to be done?

Too much? What is not needed?

Have there been changes in the last five years in the amount of work to be done or the amount of volunteers in the club?

(Start with an open approach, exploring the issues that are important to the group. If problems emerge from the group, prompt if necessary for reasons – NB three types: personal problems such as time and other commitments; club-specific problems such as poor organisation and recognition of volunteers;

societal problems such as the baby-sitting attitude of parents, increased veterans playing, threat of litigation.)

3. The type of work and the type of volunteers

Have there been changes in the type of voluntary work to be done in this club in the last five years?

e.g. more specialised work? (e.g. applications for funds) new types of work?

Have there been changes in the nature of volunteering at this club in the last five years?

e.g. older volunteers? more occasional volunteers?

4. What are the attractions and barriers to volunteering

Why do people volunteer for this club and keep doing this type of work?

- What does the club do to attract volunteers?

Why do you think other people don't volunteer in this club?

What do you think are the main problems in recruiting and retaining volunteers?

What would attract more people to volunteer for this club?

5. The management of volunteers in the club

To what extent are volunteers in this club 'managed'?

(Almost certainly need to explain and prompt with, e.g., procedures for allocating roles and tasks; supervision, support/training, discipline, etc.)

What are the strengths of the club's approach to volunteers?

Can you think of any ways in which volunteers could be better managed?

(probably need to prompt certain issues here, e.g. clearer instruction – briefing/induction, job descriptions?; incentives/rewards; succession policy; training/qualifications.)

If this club had a volunteer strategy would it make a difference? *Explain what such a strategy might contain.* What do you think?

If this club had a volunteer coordinator would it make a difference? *Explain what a coordinator would do.* What do you think?

6. Young volunteers

What do you think about involving young volunteers (16-24 years) in the club?

(The following are illustrative questions – only needed if the discussion is not generated)

Does the club have young volunteers (16-24 years)?

Do you have a club policy regarding the involvement of young volunteers?

Do you have specific recruitment strategies to attract young volunteers?

(important to get both advantages and disadvantages, not see this as a problem-orientated question)

7. Benefits from volunteering

What do you think are the main benefits from volunteering at your club for:

i) yourselves as individuals?

ii) young people

iii) the club?

iv) the local community?

FOCUS GROUPS WITH YOUNG PEOPLE IN CLUBS

22 Beforehand

Take pens, badges/labels and good tape recorder with multidirectional microphone.

Introduction

Explain the research objectives and how this meeting will contribute to them.

Explain that you will discuss 'what is volunteering?' first, before distributing a questionnaire that each person will fill in individually. This will give us general information about young people in clubs and some of the issues facing them. This will take about ten minutes. The answers are confidential and will not be shared with the other club members, although some of the questions will act as a warm up for the group discussion.

*In the general discussion explain that they will be asked, as a group, about a range of issues concerning young people and volunteering in sports clubs. The whole thing should take about an hour to an hour and a half - is that OK or is there a shorter time limit?
Any questions?*

FOCUS GROUP DISCUSSION

The detailed questions below are only a guide. Better to start with the general issues and let the group develop the discussion, steering if necessary to some of the detailed considerations.

NB Important questions are in bold, illustrative questions are not, advisory notes are in italic.

1. The meaning of 'volunteering' for the club

What do you think is involved in 'volunteering' for this club? **Exploring their views on what volunteering consists of – helping out occasionally? committing to a regular job for the club? or simply playing for the club?**

- *Administer the questionnaires – self completion by all young people present i.e. they can only answer questions about volunteering when there is agreed understanding of what it is.*

2. The extent of volunteering by young people in the club

Identify the composition of the group – how many are young participants only; how many are volunteers? Ask about other young volunteers not present. Ask how many hours a week other young volunteers contribute.

3. Their views on volunteering for the club

What do you think about volunteering for this club? Giving something back? A duty/chore? A responsibility to do something for the club? Something which will help you in future, e.g. look good on your CV?

4. Attractions and barriers to volunteering

Why do young people volunteer in this club?

How does this club get young people to volunteer? **If they are successful how come? If not why not?**

Why do you think more young people don't volunteer for jobs in this club?

(Start open; prompt if necessary with attitudes e.g. not cool; no time; not interested; lack of awareness; just haven't been asked)

What do you think are the main problems in getting and keeping young volunteers?

How could your club get more young people to volunteer? **Ask them? Promote the idea regularly? Offer incentives such as training?**

5. Problems faced by young volunteers in the club

Are there any problems/difficulties faced by young volunteers in the club? For example with the number of volunteers (too few?), the amount of work (too much?) or the type of work (too demanding?).

(Start with an open approach, exploring issues/problems important to them.

Prompt if necessary for personal problems such as time and other commitments; for club-specific problems such as poor organisation and recognition of volunteers.

How might the problems identified be resolved?

(Start open. Prompt if necessary with internal measures and networks, and possibility of external help from, e.g., local authority, national governing body)

6. The management of young volunteers in the club

How are young volunteers actually managed in the club?

(prompt procedures for allocating roles and tasks; supervision, support/training, discipline, etc.)

What are the good points about the way young volunteers are managed in the club?

Can you think of any ways in which young volunteers could be better managed?

(probably need to prompt certain issues here, e.g. clearer instruction – briefing/induction, job specifications?; incentives/rewards; succession policy; training/qualifications.)

If this club had a volunteer strategy would it make a difference? *Explain what such a strategy might contain. What do you think?*

If this club had a volunteer coordinator would it make a difference? *Explain what a coordinator would do. What do you think?*

7. Benefits from volunteering

What do you think are (or would be) the main benefits from volunteering at your club for:

- i) yourselves as individuals?**
- ii) the club?**
- iii) the local community?**

CLUB VOLUNTEER QUESTIONNAIRE

This research is being conducted for Sport England by the Leisure Industries Research Centre at Sheffield. The purpose of the research is to find out the importance of volunteers in the organisation of sport in England and to help Sport England to devise policies to help them.

This questionnaire is designed to find out about some basic characteristics and motivations of volunteers in sports clubs. Volunteers are defined as people volunteering through formal sports organisations, with no payment for their work, other than expenses. The subsequent group interview will go on to consider issues such as the importance of volunteers to your club; and the recruitment, motivation and retention of volunteers in your club.

Club.....
Sport.....

1. For how many years have you been a member of this club?
(Please give approximate number of years if exact number not known)
..... years

2. Do you actively participate in sport at this club?

Yes No

3. What is your current main role as a volunteer in this club? (Please tick one)

- Chair
- Secretary
- Treasurer
- Team captain
- Coach
- Fixtures secretary
- Match official
- Committee member
- Other - please specify
-

4. For how many years have you acted as a volunteer in the club?
(Please give approximate number of years if exact number not known)
..... years

5. On average how many hours a week and for how many weeks a year do you do voluntary work for the club? (Please give an estimate, no matter how approximate it is)
In season hours a week, for number of weeks
Out of season hours a week, for number of weeks

6. When you started helping at this club, was it for any of the following reasons?
(Please tick any that applied to you at the time you started volunteering for the club)

- It's connected with **my** needs or interests
- It's connected with the needs or interests of other members of my **family** or **friends**
- It's connected with my paid work
- There was a need in the community
- I wanted to improve things/help people
- I wanted to meet people/make friends
- Other - please specify

7. And did you start helping for any of these reasons?

(Please tick any that applied to you at the time you started volunteering for the club)

- Someone **asked** me to help
- I **offered** to help
- I started the club
- I had time to spare
- I'm good at it
- I thought it would give me the chance to learn new skills
- Other - please specify

8. Which of the following issues affect your voluntary work for the club? *(Please tick all that are important to you)*

- a) There are not enough other people willing to volunteer in the club.
- b) Things could be better organised in the club so you feel your efforts are sometimes wasted.
- c) Your work as a volunteer in the club increasingly requires specialist skills.
- d) Increasingly the work is left to fewer people.
- e) There is little time left after paid work.
- f) The club is asking more of you because of pressures from other organisations. (e.g. national governing body, local authority)
- g) Your children are no longer involved in the club, so you are less motivated.
- h) You have stopped playing the sport, so are less motivated.
- i) Conflict with your family commitments.
- j) You are not appreciated or thanked for your efforts for the club
- h) Any other important issues? Please specify

9. Which two of the issues above most affect you?

(Please put the letters of the two most important issues)

Most important issue

Next most important issue

10. What are your attitudes to young volunteers (16-24 years)? *(Please tick one response for each of the following statements)*

| | Agree | Neither Agree nor Disagree | Disagree |
|--|--------------------------|---|--------------------------|
| Young people are important to the club and should be recruited as volunteers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Young people are risky as volunteers because they are more unreliable than older volunteers <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Young people have too many demands on their time to volunteer | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The experience of volunteering is good for young people <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Not many young people are interested in volunteering at this club <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| It would take too much time to train, mentor and support young volunteers <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. What do you feel are the best and worst features of the management of volunteers at the club? (if any)

Best feature _____

Worst feature _____

12. Have you heard of Sport England's VIP (Volunteer Investment Programme)?

Yes No

Finally, a few questions about yourself:

(Please tick one from each question)

13. Age

| | | |
|---------|--------------------------|--------------------------|
| 16 - 19 | <input type="checkbox"/> | |
| 20 - 24 | <input type="checkbox"/> | |
| 25 - 34 | <input type="checkbox"/> | |
| 35 - 44 | <input type="checkbox"/> | |
| 45 - 59 | <input type="checkbox"/> | |
| 60 - 69 | <input type="checkbox"/> | |
| 70 + | | <input type="checkbox"/> |

14. Sex

| | | |
|--------|--------------------------|--------------------------|
| Male | | <input type="checkbox"/> |
| Female | <input type="checkbox"/> | |

15. Number of dependent children under 16 living at home

| | | |
|---------------|--------------------------|--------------------------|
| None | | <input type="checkbox"/> |
| One | | <input type="checkbox"/> |
| Two | | <input type="checkbox"/> |
| Three or more | <input type="checkbox"/> | |

16. Age of youngest dependent child

| | | |
|---------------|--------------------------|--------------------------|
| Under 2 years | <input type="checkbox"/> | |
| 2 - 4 years | | <input type="checkbox"/> |
| 5 - 9 years | | <input type="checkbox"/> |
| 10 - 15 years | | <input type="checkbox"/> |
| 16 - 18 years | | <input type="checkbox"/> |

17. Employment status

| | | |
|-------------------------|--------------------------|--------------------------|
| In full-time employment | <input type="checkbox"/> | |
| In part-time employment | <input type="checkbox"/> | |
| Unemployed | | <input type="checkbox"/> |
| Retired | <input type="checkbox"/> | |
| In full time education | <input type="checkbox"/> | |
| Other | | <input type="checkbox"/> |

18. Highest level of educational attainment

| | | |
|--|--------------------------|--------------------------|
| Degree level or higher | <input type="checkbox"/> | |
| Higher education below degree level | <input type="checkbox"/> | |
| GCE 'A' level or equivalent | | <input type="checkbox"/> |
| GCSE grades A-C or equivalent | <input type="checkbox"/> | |
| GCSE grades D-G/commercial qualifications/apprenticeship | <input type="checkbox"/> | |
| Foreign or other qualifications | <input type="checkbox"/> | |
| Other qualifications, please specify | <input type="checkbox"/> | |
| No qualifications | | <input type="checkbox"/> |

THANK YOU

CLUB YOUNG PERSONS QUESTIONNAIRE

This research is being conducted for Sport England by the Leisure Industries Research Centre at Sheffield. The purpose of the research is to find out the importance of volunteers in the organisation of sport in England, to find out what young people (16-24 years) think of volunteering and to help Sport England to devise policies to help volunteers.

This questionnaire is designed to find out about young people's views about volunteering in sports clubs. Volunteers are defined as people volunteering through formal sports organisations, with no payment for their work, other than expenses. The subsequent group interview will go on to consider issues such as what barriers prevent young people from volunteering and what would encourage them to volunteer.

Club.....

Sport.....

1. How long have you been a member of this club?

(Please give approximate number of years if exact number not known)

..... years

2. Do you do any voluntary work for this club? (Please tick one)

Yes **(Please go to Q5)**

No **(Please go to Q3)**

3. If your answer to Q2 is no, what prevents you from volunteering for work at this club?

I have no time for voluntary work

I have no interest in doing voluntary work for the club

I am not interested in any work that is not paid for

I do not know what volunteering would involve

No-one has ever asked me

Voluntary work is not cool

Volunteering would clash with other things I do with friends/family

Any other important barriers? Please specify

4. Is there anything the club could do to make volunteering more attractive to you?

(Please tick one) Yes Please specify what

.....

No

(Whether you responded yes or no, please go to Question 13)

5. If your answer to Q2 is yes, what kind of voluntary work do you do for the club?

(Please specify the volunteer role/jobs that you do)

.....

.....

6. How long have you done voluntary work for the club?

(Please give approximate number of years if exact number not known)

..... years

7. On average how many hours a week do you do voluntary work for the club?

(Please give an estimate, no matter how approximate it is)

In season hours a week, for number of weeks

Out of season hours a week, for number of weeks

8. When you started helping at this club, was it for any of the following reasons?

(Please tick any that applied to you at the time you started volunteering for the club)

It interested me

Other members of my **family** or **friends** volunteered

- It was relevant to my paid work or what I wanted to do in the future
- The club needed volunteers
- I wanted to improve things/help people
- I wanted to meet people/make friends
- Other - please specify

9. And did you start helping for any of these reasons?

(Please tick any that applied to you at the time you started volunteering for the club)

- Someone **asked** me to help
- I **offered** to help
- I had time to spare
- I'm good at it
- I thought it would give me the chance to learn new skills
- Other - please specify

10. What do you feel are the best and worst features of the management of young volunteers at the club? (if any)

Best feature _____
 Worst feature _____

11. Which of the following issues affect your voluntary work for the club? (Please tick all that are important to you)

- a) There are not enough other people willing to volunteer in the club.
- b) Things could be better organised in the club so you feel your efforts are sometimes wasted.
- c) Too much specialised work is needed.
- d) Increasingly the work is left to fewer people.
- e) I don't seem to have enough time.
- f) Volunteering clashes with other things I do with friends/family
- g) I am not appreciated or thanked for my efforts in the club
- h) I need to spend my spare time earning money; I can't afford to volunteer
- i) Any other important issues? Please specify

**12. Which two of the issues above most affect you?
 (Please put the letters of the two most important issues)**

Most important issue.....
 Next most important issue

13. What do you think the attitudes of the club members are to young people (16-24 years) volunteering in the club? (Please tick one response for each of the following statements)

| | Agree | Neither agree nor disagree | Disagree |
|---|--------------------------|---|--------------------------|
| Young people are seen as important to the club and recruited as volunteers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Young people are viewed as risky because they are seen as more unreliable than older volunteers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Young people are viewed as having too many demands on their time to volunteer | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The experience of volunteering is seen to be good for young people | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Older club members and volunteers don't trust young people to take on more responsibility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Club members think that not many young people are interested in volunteering at this club | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

14. Do you do voluntary work for any other organisation(s) at the moment?

(Please tick one) Yes

No

If yes please specify the type of other organisation(s) you volunteer for:

.....

Finally, a few questions about yourself:

(Please tick one from each question)

- 15. Age**
- under 16
 - 16 - 19
 - 20 - 24
 - 25 +

- 16. Sex**
- Male
 - Female

17. Employment status

- In full-time employment
- In part-time employment
- Unemployed
- In full time education
- Other

18. Highest level of educational attainment (please tick one)

- Degree level or higher
- Higher education below degree level
- GCE 'A' level or equivalent
- GCSE grades A-C or equivalent
- GCSE grades D-G/commercial qualifications/apprenticeship
- Other qualifications, please specify
.....
- No qualifications

THANK YOU