



[Volunteering for Health](#) is a national programme being delivered in partnership between NHS Charities Together, NHS England, and CW+ (the official charity of Chelsea and Westminster Hospital NHS Foundation Trust) to test and build volunteering infrastructure in health and care. The programme is funding 15 local partnerships to deliver volunteering infrastructure projects in their geographies over three years. Local partnerships include organisations across: Integrated Care Boards (ICBs); NHS trusts; NHS charities; and the voluntary, community and social enterprise (VCSE) sector, including local infrastructure organisations (LIOs) which support local VCSE organisations to foster partnerships, build capacity and develop volunteering opportunities.

This snapshot shares learning from local partnerships on training and development for people who manage volunteers. It provides a summary of a more detailed [learning into action guide](#) on this topic. This is one of five snapshots sharing learning from the [Volunteering for Health programme](#).

What is training and development for people who manage volunteers?

As volunteering becomes increasingly embedded within wider health and care system ambitions, Volunteering for Health partnerships have identified the need for stronger infrastructure, guidance and capability-building for people who manage volunteers. This will support more consistent and sustainable practices across health and care and wider community support settings.

People who manage volunteers play a key role in shaping the volunteer experience and enabling volunteers to contribute effectively through their roles. Providing them with support through training and development has often been overlooked, despite the role requiring specific skills and knowledge.

What are local partnerships doing to support training and development?



Developing good practice guides and resources for people who manage volunteers

North Central London partnership has engaged people who manage volunteers across health and care organisations to collate a best practice toolkit in volunteer management.



Developing training for organisations that involve volunteers

Norfolk and Waveney partnership has developed a shared learning platform offering accessible training on volunteering for its health and care organisations.



Developing networks to connect people who manage volunteers

Lancashire and South Cumbria partnership has developed an online forum to connect people who manage volunteers, building relationships across the system and supporting the development of volunteer management practice.

Actions for health and care system leaders to sustain good practices identified in the Volunteering for Health programme



Action 1: Organisations that involve volunteers in health and care roles should have a senior leader responsible for volunteer management

All organisations that involve volunteers have a responsibility to ensure that they are managed well. People who manage volunteers should be able to seek **advice and support from** an appointed person with responsibility for ensuring **best practice in volunteer management**. Volunteer management should be delivered in line with an **established organisational policy**.



Action 2: Organisations that involve volunteers in health and care roles should work together to develop and adopt shared local principles for volunteer management

People that give their time to health and care organisations should be well supported to have a good volunteering experience. NHS organisations, local authorities and LIOs should work together to **develop shared local principles for volunteer recruitment, retention and development** and ensure these are adopted by people who manage volunteers. Shared local principles can **improve the volunteer experience** across a health and care system and **encourage the development of best practice between organisations**.



Action 3: ICBs should work with system partners to establish a network for people who manage volunteers to support and enhance volunteer management practices across partners

Sharing learning across organisations offers support to people who manage volunteers and develops best practice in health and care volunteering. ICBs should work with LIOs to develop volunteer manager networks. **People who manage volunteers should be given time to attend network events and to access training and development opportunities**.

Training and development supports people who manage volunteers, providing best practice guidance, promoting understanding of the distinct role of volunteers and supporting managers to create an inclusive and accessible experience for volunteers.



For more information about Volunteering for Health, visit <https://www.cwplus.org.uk/volunteering-for-health/>, contact volunteering@anhsc.org.uk, or connect with the [Volunteering for Health Programme group](#)