

ROYAL VOLUNTARY SERVICE CORPORATE PLAN

2023-2025



WHAT IS THIS DOCUMENT ABOUT?

This is the Corporate Plan for the period of April 2023 through to March 2025. It follows on from the Corporate Plan for the period 2022 to 2024 that was approved by Trustees in February 2022.

Through the recent Corporate Plan period, Royal Voluntary Service has been on the frontline, supporting health and care systems through a very challenging period. While the worst of the COVID-19 health emergency is, we hope, behind us its impact is still being felt. The NHS now has a huge backlog of planned admissions to contend with along with workforce pressures. Emergency services have also been stretched to the limit as capacity has simply struggled to keep up with demand. Those struggling with major health conditions or frailty, or needing longer term care have come up against a system under real pressure.

On the heels of COVID-19 has come the cost-of-living crisis and this has layered on another burden. For millions, life is now very difficult indeed and we know that financial hardship leads directly to worsening health outcomes. These challenges are extended to a diminished charity sector who have seen a 77% uplift in demand for services whilst battling a downturn in available funding.

Volunteers across Britain played an extraordinary role during the pandemic with an estimated 12.4m giving their time and Royal Voluntary Service has been proud to have been at the forefront. During the next period of the corporate plan to 2025 it's clear that the nation will need to continue to draw on its resourceful volunteers, welcoming newcomers and continuing to rely on those who are already playing their part.

Royal Voluntary Service will continue to lead from the front, advocating for volunteering, knowing as we do the value it brings to individual, community and society as a whole. Working in collaboration with many other charities will optimize the opportunity to focus on 'volunteering for all' during the historic Coronation of HM King Charles III and HM the Queen Consort, where Royal Voluntary Service will play a central role.

Our work with others will bring focus to improving diversity and inclusiveness of volunteering throughout Royal Voluntary Service and among wider civil society.

In the health and care arena, we will continue to influence the highest levels of government(s) to embed volunteering for the long-term and we will deliver an impactful service portfolio across the nations, supporting the most vulnerable. We will spend the next period evolving the innovative NHS Volunteer Responders programme which we run in partnership with GoodSAM on behalf of NHS England. This is a revolutionary programme and we expect a series of new roles to be offered, including in social care. Throughout our full service portfolio we will continue to meet emerging NHS priorities as new Health and Social Care System structures develop. The Strategic Plan is now extended to 2026 as agreed by Trustees in December 2022 and this corporate plan sets out our key steps to realise the Charity's outcomes described in the strategy.



This Corporate Plan is aligned to the current environment and takes a clear and focused approach following the charity's recent reshaping. This is critical to our future sustainability as we navigate an uncertain post-COVID environment.

I am proud of our innovation, collaboration and ambition as we continue to build our agile working and digital capabilities. This will put us in the best position to meet the challenges ahead, so we can continue to change lives for the better for those who need us most, and help build a diverse, stronger and more resilient civil society to serve Britain long into the future.



Catherine Johnstone CBE
Chief Executive

OUR VISION, MISSION AND VALUES

OUR VISION

People across Britain are engaged in voluntary service – freely giving their time, talent, and life experience to help tackle pressing challenges in their diverse communities. Their service makes them, and Britain, healthier and happier.

OUR MISSION

Inspiring and enabling people to give the gift of voluntary service to meet the needs of the day in their communities.

NEEDS OF THE DAY

1. To inspire, mobilise and support others to enable voluntary action.
2. Working with the NHS, wider Health and Care Systems, and Communities to minimise health inequality and social disadvantage, helping those affected to thrive.



STELLA VALUES



OUTCOMES: THE DIFFERENCE WE WANT TO MAKE BY 2025

1

Voluntary service is supporting the **NHS and wider Health and Social Care Systems** to improve and maintain the health of the Nation and tackle health inequalities and social deprivation.

2

More people benefit from giving their time, talent and life experience to **voluntary service**.

3

Key stakeholders across all sectors understand the value of volunteering and its effectiveness in improving the health of the nation and building resilient communities.

ESSENTIAL ENABLERS

Diversify our income

Communicate who we are and ensure we are visible

Recruit, retain and support employees

Recruit, retain and support volunteers

Provide optimal work-space solutions

Develop our technology capability and delivery

Manage our finances and resources



THE SERVICE PORTFOLIO

SUPPORTING YOUR HEALTH

- Home from Hospital
- Transport (broader health)
- Services welfare
- NHS and Care Volunteer Responders
- Emergency volunteering
- Retail

Acute health interventions

SUPPORTING SOCIAL CARE AND BUILDING RESILIENCE

In groups

- Branches and clubs
- Day services
- Community centres
- First Time for Everything
- Dementia

Individuals

- Calls with care
- Face to face wrap around service
- Virtual Village Hall
- Info and advice campaigns
- Home library

Prevention and keeping well and safe

INSPIRING INCLUSIVE VOLUNTEERING

- Archive
- Media/social media campaigns
- Outreach programme – encouraging volunteering
- Research and insight
- Kickstart series

Research, insight and influencing

KEY ACTIVITIES 2023-25

OUTCOME 1

Voluntary Service is supporting the NHS and wider Health and Social Care System to improve and maintain the health of the Nation and tackle health inequalities and social deprivation

Lead: Director of Services

AMBITION

- Successful delivery and maintenance of NHS commissioned national contracts including NHS and Care Volunteer Responders and COVID Vaccination Stewards
- Increase the % of Health and Care systems where Royal Voluntary Service is providing volunteers from 51%.
- Senior leaders in the NHS and Social Care, across all Nations, recognise Royal Voluntary Service as the 'go to' organisation for volunteers
- Successful tendering and delivery of contracts to support communities to thrive in the post pandemic environment.
- Deliver active and reserve volunteers in line with programme demands, flexing as required, thereby providing sufficient volunteer hours to deliver the programmes and services.
- The number of clients supported through national commissioned programmes is in line with the programme agreed KPIs.
- The number of clients supported through our core Health and Community Support service programmes is 160,000 client interactions or more, and through our volunteer-led branches is 280,000 client interactions or more

KEY RESOURCES

Business Development to identify and secure the opportunities

Programme teams to lead the delivery of the national services

Volunteering team to recruit and support the volunteers

Governance to ensure services and data are stewarded appropriately

Marcoms team to support recruitment and programme messaging

Fundraising team to bring in donations to support the services

Community Services to lead the delivery of local services

Services Welfare team to deliver the MOD contract offering practical and emotional support to armed services personnel.



ACTIVITY

- **Leadership role in promoting volunteering in NHS and Social Care** – Developing Health and Community systems to support the embedding of volunteering
- **National Health Service England commissioned national contracts including Vaccination and NHS and Care Volunteer Responders** – Deliver these contracts successfully in line with contractual requirements. Support the project process and governance of any opportunity for extension of the programmes into Social Care.
- **Local Health and Care services** – Continue to deliver on and expand where appropriate, e.g. Dementia, Home from Hospital, Care home support
- **Identify and develop new, salient volunteering programmes** in health and care to support Integrated Care Systems (ICS) priorities as they take over commissioning from July 2023.
- **Continue to grow and develop Royal Voluntary Service national offers, including Virtual Village Hall and Calls with Care**
- **Setup and establish new Services Welfare officers on new bases**

FINANCE

- National Health Service England commissioned contracts
- Local NHS/LA/Integrated Care Systems/ Health and Care Board contracts
- Fundraising
- MOD contract
- Investment in IT systems

KEY ACTIVITIES 2023-25 (CONTINUED)

OUTCOME 2

More people benefit from giving their time, talent, and life experience to voluntary service

Lead: Director of People

AMBITION

- To maintain or increase from 22-23 the % of Royal Voluntary Service volunteers that report that their volunteering has improved their health and well-being (78% in Q4 22-23), gives them a sense of purpose (86% in Q4 22-23) and helps them stay connected to their communities (81% in Q4-23).
- Support wider National community efforts to recruit volunteers, mobilising volunteers for others and where appropriate ensuring reward and recognition
- Volunteers from diverse backgrounds are supported to access volunteering including those with health conditions where volunteering is known to improve health and well-being
- To increase from 81% the % of Royal Voluntary Service volunteers that report they have been brought into contact with people from all communities, backgrounds, and cultures, including those who have been under-represented in the past.
- Sufficient active Volunteers and hours given in Royal Voluntary Service and in commissioned National Programmes to deliver the programmes successfully.
- Recruit sufficient volunteers to maintain stability of volunteer base given the age of our older cohort of volunteers, particularly in retail. Maintain stable retention rate for community volunteer cohort at 80%.
- Increase the volunteer enquiry to conversion rate for all volunteers to 80% or more, dependent on mix of service offerings.
- Increase the 45-64 age profile of our core service volunteers from 26% (22-23) of total volunteers.

KEY RESOURCES

Volunteering team to deliver excellent volunteer journey for all volunteers

Website to optimize potential for attracting and recruiting volunteers

Marketing and Comms to ensure effective recruitment campaigns and communication of the benefits of volunteering

IT to support the management of the new systems



ACTIVITY

- **Recruit and retain Volunteers** for our health and community services and retail services seeking to optimise the age profile of volunteers to ensure they are on a sustainable footing and volunteers are offered opportunities suitable to their current circumstances
- **Embed new Volunteer Management System** to maximise benefits to volunteer onboarding and retention
- **Recruitment Campaigns** – Deliver volunteer recruitment campaigns with marketing and communications to support the recruitment for the programmes detailed above.
- **Increase the accessibility of volunteering for all, extending the health and wellbeing benefits of volunteering**, leveraging the ‘Playing my part’ brand campaign and outreach activity.
- **Equality, Diversity, and Inclusion (EDI) programme** to deliver greater accessibility and to include communications, recruitment, on-boarding and engagement of volunteers from non-traditional volunteering groups. Develop a business case for Partnership Funding to support the EDI programme.
- **Review Volunteer Reward and Recognition programme** and utilise the benefits of Coronation Champions activation with the Royal Household.
- **Establish Volunteering Advisory board** and develop internal volunteering quality assurance model.

FINANCE

- National Health Service England commissioned contracts and Community services commissioned contracts
- Fundraising to bring in a mix of restricted and unrestricted donations to including some Trust and Statutory / Corporate donor funded programmes
- Investment in IT systems
- Investment in recruitment volunteer campaigns



KEY ACTIVITIES 2023-25 (CONTINUED)

OUTCOME 3

Stakeholders across all sectors understand the value of voluntary service and its effectiveness in improving the health of the nation and building resilient communities

Lead: Director of Comms and Engagement

AMBITION

- Governments Public Policy reflects the value and effectiveness of voluntary service
- Thought leadership and research programmes are delivered with key partners
- Royal Voluntary Service plays a key role in sector developments and innovation
- Royal Voluntary Service is positioned to system leaders and policy makers as an expert agency in volunteering

KEY RESOURCES

Leadership Team and CEO to deliver and communicate strategic positioning around policy, thought leadership and partnerships

Head of Research and Insight to support thought leadership programme.

Comms team to ensure our policy position is effectively communicated.

ACTIVITY

- **Develop specific thought leadership and policy positions** relating to volunteering. Ensure these are represented at external influencing meeting and events including those with Commissioners, NHS Leaders, Governments, and other sector leaders across all 3 countries. E.g. NHS people advisory forum.
- **Thought-leadership programme delivery** – Raise the influence of the charity. Produce influential reports and briefings. Including, but not limited to, further development of the Kick-Start series of reports, for instance, exploring diversity and inclusion in volunteering, 'Volunteering for all'.
- **Volunteer Passport** build on 2022 work to take this forward to the next agreed stage, in partnership with SJA.
- **Shaping the Future with Volunteering** – Delivery of the Big Help Out campaign in 2023 and review impact. Determine the next steps for Shaping the Future Coalition involving national large scale volunteer charities.
- **Continue to build on Strategic Partnerships** to help deliver our outcomes, including those with VCS infrastructure, St John Ambulance, Richmond Group, British Red Cross/VCSEP, Anthropy, Pro Bono Economics and CQC.

FINANCE

- Trust and Foundation funding of specific activities
- National charities' contribution to Shaping the Future programme and Volunteer Passport
- Sponsors for individual publications/events

KEY ENABLERS 2023-25

KEY ENABLERS

The charity has the resources it needs to achieve the 3 Outcomes

Leads: Leadership Team

ENABLER 1 — COMMUNICATE WHO WE ARE AND ENSURE WE ARE VISIBLE

AMBITION

- Public brand awareness maintained or improved at 65% [currently 65% at January 23]
- Continue to build media profile to 3.6 bn Reach to all adults
- Deliver excellent Internal Staff and Volunteer communication
- Enhance the reputation and perception of Royal Voluntary Service amongst key leaders and stakeholders

ACTIVITY

- Maintain **public profile and momentum for Royal Voluntary Service brand** through media, digital and public engagement around the celebration and impact of volunteers. This includes Coronation Champions, The Big Help Out, Volunteers Week, NHS 75th Anniversary, Thank You Day.
- Build and deliver an Royal Voluntary Service brand campaign to support volunteering for all, **'Playing my Part'** and support associated outreach programme.
- External communications to demonstrate Royal Voluntary Service role in **supporting in health/care and meeting needs**. Health and Care sector and public facing.
- Propose, develop and deliver **guidance and advice programme** in partnership with fundraising and health and community teams.
- Develop the requirements for the **volunteer communications plan** to engage and retain volunteers. Building from the experience within NHSVR develop comms specific to recruitment and engagement for Minority Ethnic communities in line with the agreed EDI plans.
- Support delivery of **employee communications** linking with priorities in the people plan.

ENABLER 2 — DIVERSIFY OUR INCOME

AMBITION

- Balanced income portfolio
- Retail
 - Services
 - Fundraising

ACTIVITY

- Continue to review how we identify and respond to new business opportunities particularly in Health and Community Services.
- Implement the new Fundraising Strategy (tbd)
- Future prospective funders/relationships
- Support the reshaped retail portfolio to deliver growth in a challenging hospital environment.

ENABLER 3 — RECRUIT, RETAIN AND SUPPORT OUR EMPLOYEES

AMBITION

- Deliver our People Plan 2023-26
- Deliver the EDI programme
- Deliver phase 2 New Ways of Working

ACTIVITY

- Implement the **People Plan** for 23-26
- Implement the **pay and grading** project
- Phase 2 New Ways of Working – deliver the **'Working Smarter' programme** to support colleagues in a home working environment
- **L&D support** for embedding key programmes eg VMS, IT improvements, NHSVR
- **EDI Programme** – implement and embed across the Charity
- Conduct a **sustainability audit** in line with the UN sustainability goals framework and create action plan
- Health and Safety – regularly review and provide up-to-date and relevant **Health and Safety guidance**

ENABLER 4 — MANAGE OUR FINANCES AND RESOURCE

AMBITION

- Achieve Financial Sustainability
- Reserves level
- Effective use of property

ACTIVITY

- To monitor progress in implementation of the agreed reshaping plan with particular reference to the following areas:
- income and expenditure flow and forecast in the three delivery channels
 - control of overhead costs (pay and non-pay/central and directly service related and in particular the relationship between income streams and overhead contributions)
 - fundraising targets and performance
 - current and predicted levels of 'free' reserves.

ENABLER 5 — DEVELOP OUR TECHNOLOGY CAPABILITY AND DELIVERY

AMBITION

- Embed the technology transformation programme successfully into the charity.
- Build on this with the new technology strategy (eg on premise servers into Cloud, TEAMS across org, CRM to cloud, upgraded security)
- Fully implement and embed VMS (delivered in Q4-23), develop and plan phase 2.
- Maximise opportunities offered by our new EPOS system in the retail estate

ACTIVITY

- **Implement initial phase of Technology Strategy** as agreed
- **Digital** – Work with key digital partners to develop best support for staff, volunteers, clients and commissioners and funders.
- **Volunteer and Client Management System** – Maximise benefit of the first phase of VMS and continue work with selected preferred supplier to create organisational volunteer and client management system subject to available investment
- **Website programme** – Evolve and improve our website to support an upgraded volunteer experience, public profile and consider future applications.
- Review of **on-going ways of working to improve efficiencies** (Inc.MS Power BI reporting, process mapping, operational efficiencies, IT Service Desk)



OUR KEY PRIORITIES

1

ENGAGING AND SUPPORTING OUR PEOPLE POST-PANDEMIC

Supporting our employees to operate in a post-pandemic world and offering our volunteers an outstanding volunteering experience. Delivering Employee Engagement and Smarter Working programmes and completing our Pay and Grading Review for staff and our reward and recognition review for our volunteers.

2

REFRESHING OUR SERVICES FOR NEW HEALTH AND CARE PRIORITIES

Designing a refreshed set of contemporary offers which deliver high-impact, presented as distinctly Royal Voluntary Service. Focussing on key themes including 'fit for treatment, virtual wards, after-hospital care, social care and dementia support.

3

MICRO-VOLUNTEERING AND VOLUNTEER RESPONDERS EXPANSION

Expanding our flagship micro-volunteering programme, NHS and Care Volunteer Responders, effectively into social care and piloting a suite of exciting new roles. Beginning to develop micro-volunteering further into Royal Voluntary Service in suitable ways

4

CREATING AND DELIVERING OUR FUNDRAISING STRATEGY

Bringing to life an ambitious fundraising strategy to inspire people and organisations to fund programmes or donate towards Royal Voluntary Service. Starting to build a vibrant fundraising culture and growing our range of rewarding fundraising channels.

5

VOLUNTEERING FOR ALL

Improving access to volunteering for everyone – inside our charity and beyond. Breaking down barriers through compelling campaigns, role developments and sector innovations. Launching our own 'Playing my Part' initiative starring Royal Voluntary Service volunteers, joining rallying calls with others and sharing our research and insight to inspire others.

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OUR STAFF ARE HERE TO SUPPORT OUR VOLUNTEERS WHO PROVIDE PRACTICAL SUPPORT AND VITAL COMPANIONSHIP TO HELP PEOPLE GET THE BEST OUT OF LIFE.

Catherine Johnstone CBE
Chief Executive



**ROYAL
VOLUNTARY
SERVICE**

royalvoluntaryservice.org.uk

Royal Voluntary Service is a company limited by guarantee registered in England and Wales with company number 2520413. Registered charity 1015988 (England and Wales) & SC038924 (Scotland). All statistics and data correct at time of publication.

CS3745_0623