



**Institute of Fundraising Response to the Department of Health's  
"Towards a Strategy to Support Volunteering  
in Health and Social Care: Consultation"**

**The Institute of Fundraising calls upon the Department of Health to ensure that fundraising is a fully recognised and supported volunteering activity in any future volunteering strategy.**

**Executive Summary**

- Volunteering is an invaluable activity for many organisations.
- **Fundraising** volunteers are integral to many organisations yet are largely ignored by Government initiatives.
- Fundraising as a volunteer activity must receive the **investment** and recognition of service delivery volunteers.
- Any initiatives must encompass **the spectrum of volunteering activities** across the broad demographic base of volunteers.
- Future volunteering initiatives must build on already existing networks and infrastructures to better support volunteers.

**1. About the Institute of Fundraising**

The Institute of Fundraising (registered charity in England and Wales (no. 1079573) and Scotland (no. SC038971) represents fundraisers and fundraising throughout the United Kingdom. Its mission is to support fundraisers, through leadership, representation, standards setting and education, to deliver excellent fundraising. It is a membership organisation committed to the highest standards in fundraising management and practice. Members are supported through training, networking, the dissemination of best practice and representation on issues that affect the fundraising environment. The Institute of Fundraising is the largest individual representative body in the voluntary sector with over 4500 Individual members and more than 280 Organisational members. Membership reflects income to the sector of some £5 billion per annum and delivers more than £12 billion service-output covering all areas of social activity.

## 2. Introduction

The Institute of Fundraising (Institute) welcomes the opportunity to make a submission to the Department of Health's "Towards a strategy to support volunteering in health and social care: Consultation".

The Institute welcomes the Government's emphasis on and support for volunteering activity. Volunteering, and volunteer fundraising in particular, is central to many organisations' existence and which in turn, supports those organisations to meet their objects.

Fundraising is often acting as the first contact that an individual has with a voluntary organisation. Volunteers' involvement in fundraising is the most prolific volunteering activity, as evidence from the NCVO UK Civil Society Almanac 2008 demonstrates, with 65 per cent of current volunteers engaged in raising or handling money.

Despite the extent of volunteer fundraising and its importance to the voluntary and community sector, the Institute of Fundraising is deeply concerned that Government continues to overlook it as a vital and valid volunteering activity. Just as beneficiary-serving volunteering has been supported in the plethora of volunteering initiatives that the sector has benefited from in the past ten years, supporting volunteer fundraising is now vital to the health of volunteering in the future. This is ever more illustrated throughout this Department of Health consultation, as the role that volunteer fundraising plays, fails to be highlighted, despite its ever increasing importance in funding health and social care organisations.

This submission reflects the issues raised by our members in the course of this consultation period following our own consultation with health and social care fundraising organisations. Key results are as follows:

- 88 per cent of health and social care fundraising organisations who responded to our consultation saw volunteer fundraising as important or very important.
- Volunteer fundraisers raised more than 50 per cent of the organisations' fundraised income in almost 30 per cent of those health and social care fundraising organisations who responded to our consultation.
- In 29 per cent of those health and social care fundraising organisations who responded to our consultation, volunteer fundraisers raised in excess of £100,000 per annum.
- Almost half of the health and social care fundraising organisations who responded to our survey had more than 50 fundraising volunteers.
- Fundraising volunteers were most valued by the fundraising health and social care organisations that responded to our consultation for the additional income that they generated, the role that they played in building awareness of the organisation in the community and the source of local knowledge that they contributed to the organisation.
- Only half of health and social care organisations who responded to our consultation had specific budget allocated for the investment in volunteer fundraising. 77 per cent of these organisations felt that the investment was insufficient.
- 85 per cent of health and social care organisations who responded to our consultation felt that the potential of volunteer fundraisers' was yet to be realised.

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A lack of in house resources to support volunteer fundraising was felt to be the main obstacle to realising this potential.

### 3. Supporting individual volunteers

The aims set out for individual volunteers represent an effective environment for volunteering. However, it must be stressed that this **vision must apply to all areas of volunteering**, rather than focusing on service delivery activities. Volunteer fundraisers contribute an inordinate value to organisations and society as a whole: this must be acknowledged and nurtured. They are **integral** to all organisations' activities and indeed, contribute the funds needed to facilitate service delivery. The importance of fundraising volunteers is further amplified by the other benefits they bring such as building awareness of the organisation in the community and bringing a source of local knowledge to the organisation. To this end, the vision also needs to ensure volunteer fundraisers are fully integrated into the organisation, remaining close to the cause and valued as indispensable members of the organisation.

The identified obstacles are applicable throughout health and social care organisations and the third sector more widely. In addition to a lack of general resources available for training volunteers, there is a reported **lack of investment and in-house support** for volunteer fundraisers more specifically. Consequently, the potential of fundraising volunteers is often not realized, which ultimately means fewer resources available for service delivery. Many organisations also experience **difficulty in recruiting volunteers**, particularly for fundraising activities, in part due to the continued emphasis on service delivery as the primary volunteering activity.

Although many of the suggested possible solutions would contribute to a healthy volunteering environment, it is imperative that fundraising is encouraged as a volunteering activity as well as service delivery and planning roles. To ignore the importance of volunteer fundraisers and the need to recruit more to this activity is to overlook the potential funding capabilities of many organisations, without which other areas of service delivery would be unattainable. Furthermore, it is essential that any recruitment drive is aimed at all ages and groups, rather than targeting one section of the population, if the true potential of volunteering is to be reached.

While stressing the value of fundraising activities, additional investment is needed to support volunteers' ability to fundraisers and in turn, organisations' ability to support their volunteer fundraisers. This could include providing local training for volunteer fundraisers, particularly aimed at smaller organisations that face acute difficulties in recruiting and supporting fundraising volunteers. Even small actions such as including volunteer fundraisers as a category for the Queen's Voluntary Group Award would help to raise the profile of volunteer fundraisers.

Existing resources and support networks such as the Institute of Fundraising's how2fundraise website and fundraising training courses could provide the basis for supporting volunteer fundraisers but organisations need the support and investment of Government initiatives to maximise the value of these resources.

It is the responsibility of all relevant stakeholders to work together to ensure the success of volunteering and fundraising volunteering in particular, and it is essential that the voluntary and community sector has Governmental support and investment in order to

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do this. Investing in fundraising volunteers will in turn contribute to organisations' resources which can be directed towards service delivery and further supporting all their volunteers.

#### **4. Volunteer Management**

Again, the aims identified in the consultation document ignore fundraising volunteers and the management of this essential group. While many of the principles identified are applicable to all forms of volunteering, some aims actively disregard anything other than service delivery functions. Such a focus would fail to ensure the successful management and ultimate delivery of volunteer fundraising. It is not only important to ensure robust management frameworks to support volunteers as part of service delivery teams but across the whole spectrum of volunteering activities, including fundraising. Similarly, volunteers should be **involved in designing and developing all applicable activities**: it is only through understanding the needs of volunteers that their requirements can be met and their benefit can be maximised.

Indeed, there are insufficient resources to support volunteers in many organisations but this is certainly not limited to service delivery teams. All too often the value of volunteer fundraisers is overlooked. As a result, sufficient management structures are not in place to support them. Organisations need to have the resources to implement volunteer management structures and allocate direct lines of contact for all volunteers.

The possible solutions highlighted would provide a solid basis for the development of volunteer management structures but it must be ensured that any actions are applied to all volunteer management areas, not just in relation to service delivery. In developing such structures it is important that fundraising volunteers are embedded in the overall activities of the organisation, maintaining proximity to the cause and enabling fundraising volunteers to witness the value of their work in the execution of service delivery.

While initial investment in setting up appropriate systems may be required from external sources (such as Government), much of the ongoing activity could be built into the then existing structures to ensure the continued support of volunteers. By emphasising the investment nature of supporting volunteers, particularly volunteer fundraisers, organisations should be encouraged to direct resources to this area.

#### **5. Commissioning Environment and Structure**

In failing to acknowledge the role and contribution of volunteer fundraisers within the context of any volunteering strategy, this consultation has failed to acknowledge the added value that volunteer fundraisers can bring to any commissioning environment.

Quite apart from the obvious financial benefit, that volunteer fundraisers might contribute, their activities and engagement with those involved in health and social care structures in turn act as an ambassadorial role, which has the potential to add to the community and stakeholder cohesion that is desired in the context of any commissioning environment.

#### **6. Partnership Promotion**

Promoting successful partnerships could enable many organisations to effectively support their volunteers. Indeed, any relationships have to be sustainable if long-term support and success for volunteers is to be established. Consultation with key

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stakeholders and voluntary organisations and an assessment of how they are equipped to support volunteer fundraising is necessary before promoting such partnerships, to ensure that the requirements of all parties are met and an effective volunteering environment can be created.

Local partnerships also have the added advantage of working with smaller, local organisations, which face particular difficulties in recruiting all types of volunteers. The success of partnerships is dependent upon the necessary infrastructure to support the relationship and a clear understanding of roles so as not to compromise the activity of either party.

### **7. Leadership Support**

The contribution of volunteers does **not only** have to be recognised by leaders within organisations but on a much wider scale, such as by Government and their associated initiatives. Furthermore, there must be recognition of the **value of all forms of volunteering**, not just service delivery activities.

The impact of volunteering is largely unacknowledged but an emphasis of its significance by leaders could go some way to raising the profile of volunteer activities. Work must be undertaken to capture volunteering data and measure the success, with a view to addressing the weaknesses of any new initiatives.

Any strategy adopted by the Department of Health to facilitate more widespread and successful volunteering must ensure that it applies to all areas of fundraising undertaken in health and social care environments and so that it can be applied to all aspects of volunteer fundraising that is undertaken in the voluntary and community sector. After years of neglect by existing initiatives, a concerted effort needs to be made by leaders to raise the profile of fundraising volunteers and fundraising activities must be fundamental to any central volunteering strategy.

For further information or discussion, please contact:

Megan Pacey  
Director of Policy and Campaigns

Institute of Fundraising  
12 Lawn Lane  
Vauxhall  
London  
SW8 1UD

[meganp@institute-of-fundraising.org.uk](mailto:meganp@institute-of-fundraising.org.uk)  
020 7840 1009