



Future Matters

Empowering Communities
to Talk about and Plan for
End of Life Care

Year 3 Report
2015/2016

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Table of Contents

EXECUTIVE SUMMARY	3
INTRODUCTION.....	4
CATLIN'S STORY	6
FUTURE MATTERS ISLINGTON.....	7
PROJECT SCOPE AND TARGETS.....	7
PROJECT OUTCOMES.....	9
FUTURE MATTERS COMMUNITY ENGAGEMENT EVENTS	9
FUTURE MATTERS ADVICE AND PLANNING SERVICE	10
SHARING COMPLETED ADVANCE CARE PLANS WITH GPs.....	12
ADDITIONAL REACH	14
MEDIA & PUBLICITY	14
FUTURE MATTERS VOLUNTEER SURVEY	14
SUCCESSES, LEARNINGS AND RECOMMENDATIONS	15
KEY SUCCESSSES	15
KEY LEARNINGS	15
KEY RECOMMENDATIONS FOR 2016-2017	15
APPENDIX 1.....	17
FUTURE MATTERS VOLUNTEER SURVEY	17

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Executive Summary

Future Matters is a community based solution to raising awareness of end of life care planning. Volunteers are trained to cascade end of life care planning information to local communities. They also support members of the public to put their plans in place and help them share their plans with those who will care for them.

Future Matters Islington has been commissioned by Islington CCG since 2013.

- ✓ In Year 1, 22 volunteers were trained. They delivered 17 awareness raising events reaching 260 members of the public. 47 end of life care plans were completed with the support of a Future Matters volunteer (including 12 advance care plans).
- ✓ In Year 2, 570 members of the public were reached through awareness raising events, Future Matters volunteers delivered 105 one to one appointments and 65 end of life care plans were put in place as a result (including 31 advance care plans).
- ✓ **In Year 3: 465 members of the public** were reached through awareness raising events, **Future Matters volunteers delivered 140 one to one appointments and 73 end of life care plans** were put in place as a result (including **31 advance care plans**).

Future Matters Islington is going from strength to strength. This year more appointments have been delivered and more plans have been put in place than ever before. As the service has established itself, more referrals for one to one support are coming from health professionals, Age UK services and Future Matters events.

In addition to high profile Dying Matters week events, community engagement activities range from patient/health group talks to community centre workshops. A total of 19 community events took place this year.

The real success of our work however, lies within the stories of the people we support. Catlin was one of those; planning for her end of life was a profoundly positive experience. Future Matters helped her take control of her end of life wishes providing her with healing and relief: "I'm finally being heard". Read her story on page 6.

Introduction

Future Matters is a volunteer-led community engagement solution to raising awareness of end of life care and improving end of life care planning.



Volunteers are trained to become peer educators in end of life care planning. They then deliver awareness-raising activities such as workshops, presentations, information stalls and also support clients on a one to one basis to develop and record their plans. They reach out to very diverse communities.

Future Matters has been developed over the last 6 years and is a cost effective and successful way of engaging the public, informing them about planning for the last years of life and increasing the uptake of all forms of end of life care planning.

Background

We know that the lack of openness around death and dying is hampering the care that professionals can provide, increasing crisis care and unplanned admissions. It is also impeding people having their end of life wishes and choices met, as well as leaving families, carers, loved ones with conflict, guilt and regret. Only 18% have asked a family member about their end of life care wishes (Dying Matters, 2015) – 82% just haven't had that conversation. We just don't talk about dying and death.

We also know that 70-80% of all deaths are likely to benefit from planned end of life care (End of Life Care Commissioning Toolkit, October 2012) yet currently only 7% of the population have written preferences and wishes for the care they would want at end of life (Dying Matters, 2015).

Furthermore evidence suggests that planning for the last years of life can facilitate the delivery of care more in keeping with patient wishes and increase patient and family satisfaction with care (*BMJ 2013;347:f6064*) as well as improve bereavement for those left behind.

Increasing the uptake of advance care planning depends on raising public awareness of it (Fried et al, 2010) and supporting people to develop their own plans. **Future Matters** delivers on both of these issues.

National Framework

Building on the End of Life Care Strategy (2008), the National Palliative and End of Life Care Partnership, has developed a framework for action in making palliative and end of life care a priority at local level. The [Ambitions for Palliative and End of Life Care](#) report, published in Autumn 2015 sets out key foundations, ambitions and building blocks for 2015-2020. Future Matters delivers on a number of the key themes:

- ✓ Foundation 1: Personalised care planning. Everyone should be offered the chance to create a personalised plan for end of life.
- ✓ Ambition 1: Each person is seen as an individual.
 - Building Block 1: Honest conversation. Everybody should have the opportunity for honest, sensitive and well-informed conversations about End of Life.
- ✓ Ambition 2: Each person gets fair access to care.
 - Building Block 2: Community partnership.
- ✓ Ambition 6: Each community is prepared to help.
 - Building block 1: Compassionate and resilient communities.
 - Building block 2: Public awareness.
 - Building block 3: Practical support.
 - Building block 4: Recruit, train and value volunteers.

Future Matters Islington is a strong partnership between Age UK Islington and Gentle Dusk that enables increased public awareness around end of life care through the delivery of multiple volunteer led community engagement events. Trained **Future Matters volunteers** also enable individuals to create personalised end of life care plans and to voice their choices with health professionals and those who are close to them.

Future Matters Islington has been commissioned by Islington Clinical Commissioning Group (CCG) since June 2013. This report outlines the projects key successes and learnings from Year 3 (2015-2016). It summarises activity against planned targets and highlights a number of additional outcomes achieved during this year, including a survey of **Future Matters** volunteers. Finally, recommendations are set out for taking the project forwards into Year 4 (2016/17).

Our greatest success comes from the real stories of people who have used **Future Matters**. Many have been touched by this work, the volunteer's support and the experience of putting end of life care plans in place. One of the touching stories is that of Catlin.

Catlin's Story

As professionals we always think of advance care planning as providing choice and control to patients while enabling us to deliver the best care at the end of life. The reality of working with someone on their advance care plan shows that the impact is even greater. There are some really heartfelt stories behind our work, stories of people being truly touched by writing their plans.

Caitlin is a lovely Irish lady with a warm and kind manner. She is so positive about putting her end of life care plans in place, she wants to tell the world. You can't help but feel a hint of regret, though, when you hear her story; regret that families aren't quite perfect or family members aren't always kind to each other and regret that you can't make things better.

Caitlin lives in Islington and is married to John, 63. Like Caitlin, he is Irish, and when you talk to Caitlin you quickly realise her home country is a significant part of who she is and ultimately linked to a painful past.

Caitlin didn't know where to turn

Caitlin heard about Future Matters from a friend who attends an exercise class at Age UK Islington. Her main reason for coming to Future Matters was because she is 71 and her husband is 63 and they often think: "If something happens to one of us, what would the other one do? I wouldn't know where to turn." Before making her plans, it was all a real worry for Caitlin. She rang Future Matters Islington and made an appointment to see Maisy, one of the Age UK volunteers trained by Gentle Dusk. "I felt completely comfortable with Maisy," she said. "I didn't feel judged or feel anything negative from her about my story. She was open-minded and took everything I said on board.

Caitlin and John are estranged from their families because, says Caitlin, the Irish still "don't take too graciously to being married, divorced and then remarried". She continues: "I have bent over backwards trying to make amends for something that happened over 40 years ago. I am now in a situation where I have no contact with my children, grandchildren or anyone in my family." Caitlin last tried to make contact two years ago to no avail. She feels her family is trying to punish her and has resigned herself to letting go of them. "I want it made clear that I don't want any of them to come to my funeral. I want it written down: I don't want them to be there when I'm dead if they cannot be here when I'm alive." There's no denying Caitlin's strength of feeling as she continues: "I know that sounds terrible but that's where I'm at, at the moment, anyway".

"I feel like I'm finally being heard"

Caitlin has completed an Advance Care Plan with Maisy. She has written down where and how she wants to be cared for at the end of her life and key wishes around her funeral. This has helped her greatly in putting the past to rest. "I feel like I'm being heard with something I have had a problem with all my life; people just don't take any notice in my family of what I say. I'm irrelevant. Now I've written this down and given a copy to my doctor."

Caitlin was also able to finalise her will, having received free advice from the Age UK Islington team. "I was so pleased with doing all my plans that I sent my husband to write his Advance Care plan too. It's a great relief to have it all done." The team at Gentle Dusk and Age UK Islington are really happy to have helped her, too.

Future Matters Islington

The aims of **Future Matters** are to:

- Raise awareness of the importance of planning for the last years of life within the community;
- Empower and support people to develop their end of life care plans including Advance Care Planning; Powers of Attorney; Wills; Organ Donation; and
- Enable people to voice their choices to those that care for them and those that are responsible for the health and social care.

In practice **Future Matters Islington** offers:

Future Matters Community Activities

(talks, workshops, events, stalls). These are offered to a variety of organisations from the third sector as well as health and social care settings and include activities delivered in community and day centres, supported housing, hospitals etc.



Future Matters Advice and Planning

service where clients come for a one to one appointment with a trained volunteer. Clients are offered information and support with all types of planning for the last years of life: advance care planning, powers of attorney, wills, organ and body donation. Most clients take up further support to complete their plans and are offered as many appointments as they need (on average 2-3 sessions of an hour each). Some clients may be referred internally to Age UKs free legal and wills advice session and can be signposted to further services if necessary.

Project Scope and Targets

Scope

- A more empowered community
- More open end of life discussions
- More end of life plans, wills and power of attorney's in place

- More people cared for and dying in their preferred place
- Less inappropriate hospital admissions, reduced hospital costs.
- Reduced barriers to end of life conversations with health professionals

Targets for Year 3 (2015-2016):

- 200 members of the community reached by activities by end of Sept 2015 and 350 by the end of March 2016.
- 100 individual consultations held by volunteers by the end of March 2016.
- 50 advance care plans and/or wills, powers of attorney and records of funeral wishes developed.

Project Outcomes

The project has been very successful in reaching out to the community through a diverse range of activities including workshops, events, information stalls and talks. **19** community engagement events have been delivered. **465 members of the public have been reached** through these activities, **exceeding the target by 33%**. In addition, **140 one to one appointments** have taken place in the advice and planning service, **exceeding target by 40%**. **Seventy-three end of life care plans (46% above target)** have been put into place with the support of a **Future Matters** volunteer including **31 Advance Care Plans**. See details below.

Year 3 Outcomes:

- ✓ A total of **19** Community engagement events were delivered: **6** workshops, **6** talks/presentations, **6** information stalls, and **1** end of life care event.
- ✓ These community events reached **465** members of the public. **48** of which requested a follow up appointment/information.
- ✓ **140** one to one appointments were delivered in the Advice and Planning service.
- ✓ As a result of the one-to-one appointments with a volunteer, **73 plans** were put in place:
 - **31** people completed an Advance Care Plan
 - **19** people recorded their funeral wishes
 - **9** people wrote a Will
 - **9** people organised a Power of Attorney
 - **3** organ donation.
 - **2** people registered for full body donation

The above statistics only detail the plans supported directly by a Future Matters volunteer - many people who have been reached by the project develop plans by themselves without further support from a Future Matters volunteer. The reach of the project and the positive impact on Islington residents is far greater than we have been able to capture here.

Future Matters Community Engagement Events

465 members of the public were reached through community awareness raising activities. These activities included presentations to large audiences, workshops to medium or small groups and information stalls - see Table 1 below for details. The volunteers have acquired, during their training, a variety of interactive activities and tools (available to them in their **Future Matters Volunteer Handbook**) which they use to support the delivery of their events. These include short films, presentations, poems, quizzes, games and leaflets.

Table 1: Community engagement events delivered by Future Matters volunteers.					
	Event Name	Activity	Date	Number attended	Follow ups
1	Pulmonary Rehab Group - Whittington Hospital	Talk	24.04.15	7	0
2	Whittington Community Centre Over 60's	Talk	05.05.15		0

	lunch				
3	Memory Tree -Granary Square (Camden Carers)	Information Stall	19.05.15	45	0
4	Islington CCG Dying Matters event	Information Stall	20.05.15	9	1
5	Dying for a Cuppa	Conversations	21.05.15	127	9
6	Expert Patient Programme	Talk	29.05.15	20	14
7	Pulmonary Rehab Group - Whittington Hospital	Talk	30.06.15	8	0
8	NHS Breast Cancer Campaign -Drovers Centre	Information Staff	22.07.15	35	3
9	St Lukes International Older Peoples Day	Stall	02.10.15	50	0
10	Stroke Association Silver Sunday Tea	Information Stall	05.10.15	20	4
11	Duval House - Centra Support	Workshop	15.10.15	7	0
12	Voice for Change Group	Workshop	05.11.15	5	0
13	The Nine Who Dine – Future Matters Volunteer Dinner Party	Workshop	06.11.15	10	10
14	Hawberry Lodge - Centra Support	Workshop	17.11.15	10	1
15	Carers Rights Day, Age UK Islington	Information Stall	23.11.15	20	1
16	Alsen Day Centre - Wills & Future Matters talk	Talk	09.02.16	30	0
17	New Park Day Centre - Wills & Future Matters talk	Talk	11.02.16	31	5
18	Duval House - Centra Support	Workshop	25.02.16	10	0
19	Hawberry Lodge - Centra Support	Workshop	08.03.16	8	0
			TOTAL	465	48

Note: Community Activities delivered during Dying Matters Week

Future Matters Advice and Planning service

140 appointments were delivered by our Future Matters volunteers via one-to-one conversations. A total of 76 clients were supported within this Future Matters Advice and Planning Service.

Most of the appointments (64%) were delivered at the Age UK Islington offices but the demand for home appointments has increased and 24% were delivered in the clients own home. A further 2% were delivered in community/day centres.

Topics discussed & plans put in place

Future Matters volunteers discuss with clients all appropriate end of life care planning topics and cover a broad range of issues in every appointment. **Advance care planning (ACP)** is discussed in almost every session (**89.3%**). and other topics most often discussed are **funeral wishes (58.6%)**, **powers of attorney (57.9%)**, **wills (54%)**, followed by **organ donation (42.1%)** and **body donation (24.3%)**. Future Matters is able to refer clients to Age UK Islington's free advice sessions with a solicitor for further advice and support on wills and Powers of Attorney.

73 end of life plans were put in place as a result of a Future Matters appointment (see Table 2 for further details).

Table 2: Plans completed by the clients as a result of Future Matters	
End of Life Care Plans	Number of plans put in place
Completed an Advance Care Plan (ACP)	31
Written a Will	9
Organised a Power of Attorney	9
Recorded funeral wishes	19
Registered as an Organ Donor	3
Registered as Full Body Donor	2
Total	73

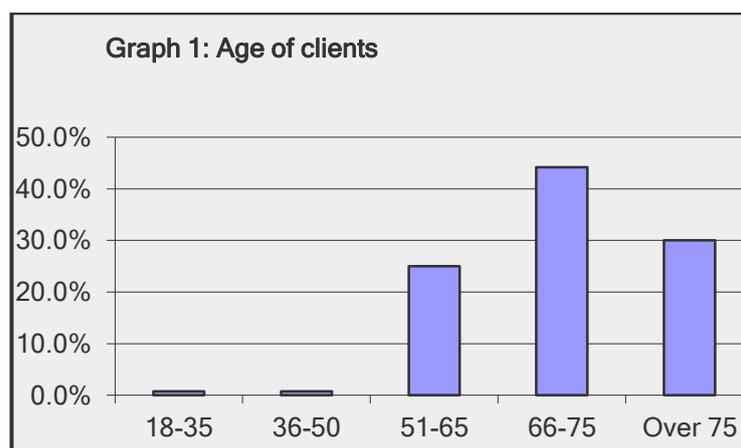
Referral routes

Referrals for the one-to-one appointments came from a variety of sources (see full details in Table 3 below). The highest percentage of referrals **came internally from Age UK Islington (33%)**, mainly from the Information and Advice service but more recently from the Enablement Service and Navigators who have all attended the Gentle Dusk 'Planning for the Last Years of Life' training this year. Another significant referral route is the **Future Matters community engagement events (28.6% of referrals)** where clients booked an appointment after attending a Future Matters community engagement event. This demonstrates the importance of raising awareness of planning for the last years of life within the community and the positive impact that this has on the audience. A number of referrals have come from Dementia Navigators who have also attended a Gentle Dusk training programme. These referrals are currently monitored under 'other' (see Table 3 below).

Table 3: Referral routes	% of referrals
By their GP Practice	6.7%
By another health professional	3.4%
Self-referral	7.6%
Age UK Islington (Information & Advice)	20.2%
Age UK Islington (Enablement Service)	7.6%
Age UK Islington (Continued Services)	0.8%
Age UK Islington (Navigators)	3.4%
St Lukes	2.5%
Future Matters event/group	28.6%
Other	19.3%

Profile of the clients

Monitoring of service users shows that nearly all clients are aged 51 and over with 25% being aged between 51-65; 44% aged between 66-75 years; and 30% are over 75. Women made up 67% of the clients, men 33%.



Future Matters is appropriate and accessible to diverse ethnicities and the ethnicities of individuals accessing the one to one appointments closely reflects the London Borough of Islington ethnicity data. Indeed, in the London Borough of Islington, according to the last census: 57% of residents are White British, 13% are Black/African/Caribbean/Black British, 9% are Asian, 6% are mixed ethnic group and 3% are other ethnic group. Table 5 below shows the ethnicity of clients accessing the one to one appointments.

Table 5: Ethnicity of Clients	
	% of clients
Asian	14%
Black/African/Caribbean/Black British	11%
Mixed Ethnic Group	1%
White – British	52%
White – Irish	13%
White – Other	7%
Other	2%

Sharing completed Advance Care Plans with GPs

As part of the recommendations stemming from the 2015/2016 review of the **Future Matters** service, it was identified that improvements needed to be made to link the clients and health professionals by ensuring completed Advance Care Plans (ACPs) were sent to the client's GP to guarantee they were recorded on the patient's record and available when needed. A system is now in place where clients are asked for consent to send completed plans directly to their GP practice. Most clients agree to this with a few requesting to share it themselves. A breakdown of Advance care plans sent to GPs is shown in Table 6 below.

Table 6: Consent given to share ACPs with GP	
Type of Consent given	Number of clients
To send a copy of their ACP to their GP	23
To write to their GP to inform them that they had completed an ACP	2
They did not give their consent for either of the above	6

Twenty three of the 31 completed ACPs have been shared directly with the client's GP. Four people have shared their own ACP with their GP. Two people requested that we wrote to their GP to inform them they had completed an ACP but did not want us to send the form.

The GP practices where these completed ACPs have been shared are shown in Table 7 below:

Table 7: GP Practices where completed ACPs have been shared	
Name of GP Practice	Number of ACPs
Amwell	1
Andover	1
Archway	3
Family Practice (Holloway Road	2
Goodinge Group Practice	1
Hanley Primary Care Centre	2
Mitchison Road	1
The Miller Practice	2
Pine Street	1
The Rise Group Practice	2
River Place	1
Roman Way	2
St Johns Way Medical Practice	3

Additional Reach

Media & Publicity

Information about **Future Matters** is available via a range of media and fora to ensure the service is advertised as widely as possible. This also serves as further awareness raising for death and dying and planning for the last years of life:

- ✓ An article about Future Matters and advance care planning was printed in the Islington Life Magazine in March 2016. **96,000** copies of the magazine are printed and distributed to every household in Islington.
https://issuu.com/islingtonlifemag/docs/islington_life_magazine_spring_2016
- ✓ 200 service posters and 1,000 leaflets for professionals were re-printed and distributed.
- ✓ An article was written for the CCG GP bulletin in May 2015. This article provided information about Future Matters and the GP ACP sharing procedure.
- ✓ The Future Matters service was further advertised to GPs at 5 locality Last Years of Life events and with Islington Staff Carers in September 2015.
- ✓ The project has also received interest on a national level with the national Dying Matters campaign covering our Dying Matters event in their newsletter in Autumn 2015 (reaching 30,000 members).
- ✓ Facebook and Twitter are also being used to promote the project and end of life care. By the end of March 2016 we had 408 twitter followers.
- ✓ One of the Future Matters volunteers Joanie Speers has had 2 letters printed in the Guardian promoting Advance Care Planning:

“Yes, caring for the dying requires both money and compassion. But writing an advance care plan when you are well can make this process less stressful for your family and will inform the medical professionals about your fears and wishes on how to die. It is free.” *Joanie Speers*
<http://www.theguardian.com/lifeandstyle/2015/aug/02/the-value-of-checklists-in-end-of-life-care>

“If families know your wishes before you die, through an advance care plan, then blocking of organ donations would be much reduced, as would conflicts between surviving relatives (Next of kin block 14% of organ donations, 16 January). Contact Dying Matters for how to do this – it’s easy”. *Joanie Speers*
<http://www.theguardian.com/lifeandstyle/2016/jan/17/easter-fix-is-a-hot-potato-for-vegetable-gardeners>

Future Matters Volunteer Survey

The Future Matters volunteers were surveyed at the beginning of 15/16 to find out about their experience of the project, to gather their feedback on events and recommendations for how they could be further supported (See Appendix 1 for full report).

The overwhelming response from the volunteers was that they were hugely supportive of the projects’ goals and felt it was a worthwhile and important project to be involved with. The volunteers enjoyed having conversations and building relationships with clients. Many highlighted that the training was excellent and that the project staff and support were fantastic.

Following their recommendations we have reduced their paperwork load by using one online database to monitor activity; we have reduced the number of clients that do not attend appointments by implementing a system of reminders and we have organised two networking events to foster a greater sense of teamwork.

Successes, Learnings and recommendations

Key Successes

- ✓ **Future Matters** has been very successful in reaching out to local communities and raising awareness of the need to plan for the last years of life. Impacting on 465 members of the public through workshops, talks and stalls is a significant success.
- ✓ The fact that community activities generate a great amount of referrals (29%) to the one to one appointments is a testament to their success.
- ✓ Achieving 140 appointments resulting in 73 end of life care plans being put in place, including 31 advance care plans, is a great accomplishment.
- ✓ **Future Matters** volunteers enjoy their role and are hugely supportive of the goals of the work. They feel it a worthwhile and important project to be involved with.
- ✓ Through effective publicity, briefings and trainings to professionals, as well as word of mouth of its success, **Future Matters** is known to many members of the public in Islington as well as health professionals.
- ✓ Both the quality and commitment of volunteers and the partnership between Gentle Dusk and Age UK Islington have significantly contributed to the success of **Future Matters**. Both organisations show high levels of dedication and commitment to the work.

Key Learnings

Volunteers are the cornerstone of our work. We need to work more on fostering a greater sense of community amongst the volunteers. This was one of their recommendations from our survey. Volunteers felt the project would benefit from increased engagement between the volunteers to socialise, share experiences and provide an opportunity to brainstorm ideas for new events.

The request for home visits has considerably increased and although it is important to respond to this client group which is homebound and in need of end of life care planning, we are limited by the current level of resources.

The GP record sharing process for ACP has worked well. However we have not received feedback from GPs or patients about how the ACP is processed by the practice and whether the information is available on their records. Further work needs to be done to ensure the information and the record sharing is working optimally.

Our data needs to capture the people who have been reached by the Future Matters project and have developed plans by themselves without further support from a volunteer. We have been unable to capture this information but know that the cascade effect is greater than that which we have measured to date.

Key Recommendations for 2016-2017

Recommendations for Future Matters

1. Continue to target the over 55s age group and to focus on encouraging people to plan early for their last years of life.
2. Continue to deliver a range of interactive awareness raising activities within the borough and encourage attendees to book for one-to-one appointments to develop plans.
3. Organise regular meet-ups, informal training refreshers and informal get-togethers for Future Matters volunteers.

4. Optimise Advance Care Plans record sharing procedure to ensure ACP information is recorded on the patient's record.
5. Continue to provide responsive service in line with current level of resources.

Recommendations for Islington Clinical Commissioning Group (CCG)

1. Support **Future Matters** to promote the project amongst other key services where clients would benefit from early planning.
2. Raise awareness of **Future Matters** amongst GP practices so as to increase the number of referrals e.g. articles in the GP e-bulletin, promotion by Macmillan palliative care GP facilitator and information on the GP digital information screens.
3. Make funds available to enable an evaluation and review of the **Future Matters** GP ACP record sharing procedure. This will guarantee we receive feedback from GPs and ensure the completed plans are adequately available on patient's record.
4. Review funding for **Future Matters** service to enable continued responsiveness to local community, including increase in home visiting requests.

Appendix 1.

Future Matters Volunteer Survey

To help plan for the Future Matters project's third year we conducted a survey of the current Future Matters volunteers. We received responses from 21 of our 25 volunteers and all but two contacted would like to continue to be involved in the project. The survey findings are summarised below:

VOLUNTEER EXPERIENCES OF THE PROJECT

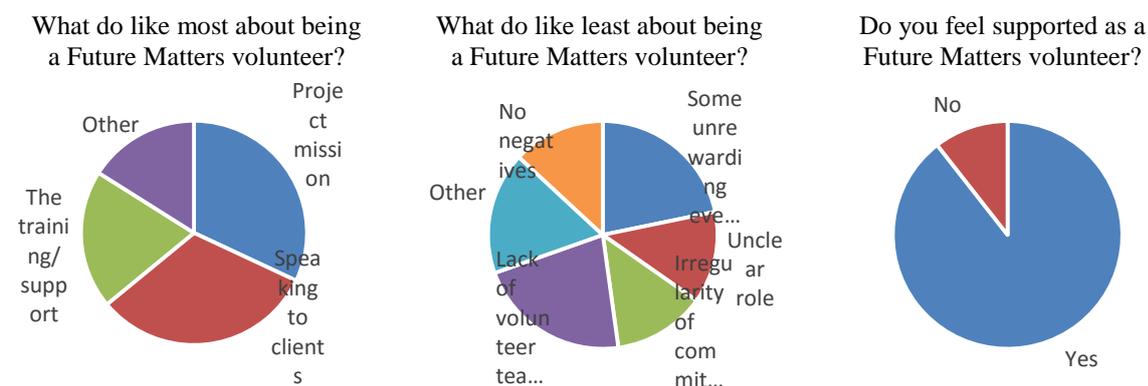
The overwhelming response from the volunteers is that they were hugely supportive of the project's goals and felt it was a worthwhile and important project to be involved with. The volunteers enjoy having conversations and building relationships with clients. Many highlighted that the training was excellent and that the project staff and support are fantastic.

Some volunteers commented that some events earlier on had been less rewarding as they had not been properly thought out or the audience had not been appropriate. However they recognise that the project is still in a test period and thought this had already improved. Several volunteers would like to be more involved in the project than they are currently but struggle to fit Future Matters volunteering around other commitments.

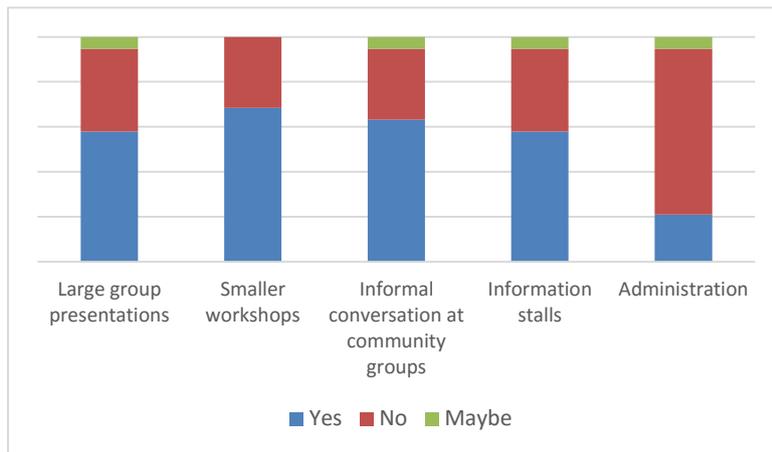
EVENT PREFERENCES

We asked several questions aimed at determining what types of events the volunteers preferred. The event preferences were fairly evenly distributed with some volunteers preferring the larger events/presentations and others favouring more intimate events or promotional activities. Most volunteers feel confident enough after the training to work on their own but enjoy working with other volunteers in a more collaborative atmosphere. A few respondents were unclear on their current role and specifically mentioned they would like to be involved with the 1-to-1 support.

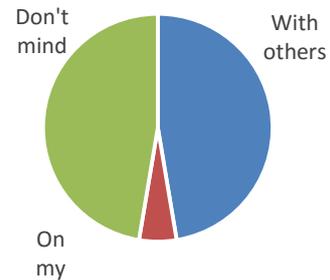
SELECTED RESPONSES



What sort of events do you enjoy being involved in?



Do you prefer working with colleagues or on your own?



SUGGESTIONS FOR THE FUTURE

The volunteers had several suggestions for improving the project in the future:

1. Foster a greater sense of community amongst the volunteers
 Several volunteers felt the project would benefit from increased engagement between the volunteers to socialise, share experiences and provide an opportunity to brainstorm ideas for new events. Regular meet-ups or informal get-togethers would help and this would also act as an informal training refresher as more experienced volunteers pass on their advice/experience.
2. Regularity of events
 Although the nature of the project makes it difficult, it would be helpful to have more regular and consistent events scheduled. Where this isn't possible, having as much advanced warning as possible and reminders as the event approaches would help the volunteers to organise their time.
3. Reduce admin/paperwork
 Reduce the amount of duplicative paperwork done on the project e.g. filling out client files as well as Charity Log/Survey Monkey. Improve use of IT, for example stop using manual diaries.
4. Reducing 1-to-1 appointment no-shows
 Organise more volunteers to ring clients the day before (or even on the morning itself) to reduce the number of no-shows at 1-to-1 appointments.
5. Clearer emails
 The volume of emails is generally viewed as appropriate but it was suggested that emails could be clearer about what is a priority, for example by categorising the email headings.