

Broads Education and Volunteer Strategies for adoption

Report by Director of Planning and Resources

Summary: This report presents the final versions of the Broads Education Strategy 2017-22 and Broads Volunteer Strategy 2017-22. Members received the draft strategies in January 2017, since when both strategies have been subject to targeted public consultation. All responses have been considered and appropriate changes made to the final strategies.

Members are asked to adopt both strategies, for implementation from April 2017.

Recommendation:

That the Broads Education Strategy 2017-22 and the Broads Volunteer Strategy 2017-22 be adopted.

1. Strategy production

- 1.1 The current Broads Education Strategy and Broads Volunteer Strategy were produced in 2012, and both strategies have now been reviewed and refreshed. There is a lot of interrelation between the education and volunteer services, and the strategies are therefore updated and implemented at the same time. As with the Broads Plan, a wide range of partners are involved in the implementation of the strategies.
- 1.2 It has been important to ensure that both strategies are in conformity with the emerging Broads Plan 2017-22 and its high level strategic direction. There are also strong links to the project themes in the Broads Landscape Partnership Scheme: Water, Mills and Marshes.

2. Strategy content

- 2.1 The draft Broads Plan 2017-22 contains the aspiration to: “Strengthen connections between a wide audience, particularly local communities and young people, and the Broads environment”. This aspiration is underpinned by the following strategic actions:
 - Widen the range of active and entry level/taster that promote physical and mental health and wellbeing, based in the Broads’ natural environment
 - Offer a flexible range of practical volunteering programmes, events and training, and establish a longer term succession strategy

- Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and run educational programmes and events for local school children
 - Develop and run motivational outreach activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience
- 2.2 These actions provide the high level context for the more detailed education and volunteer strategies. Both services have distinct audiences, who have had the opportunity to feed into the review process from an early stage.
- 2.3 The Education Strategy aims to provide a clear progression of opportunities for schoolchildren and other young people to learn about and engage with the Broads, emphasising the benefits of high quality outdoor learning. It has three areas of focus, which are:
- Offering informal outreach opportunities, including interactive events, volunteering, skills training and targeted schemes such as Forest Schools
 - Providing formal education to schools, including the Broads Curriculum
 - Improving the resource capacity of the education service
- 2.4 The Volunteer Strategy outlines the numerous benefits of volunteering, both for the Authority and, importantly, for the volunteers. It has four key objectives:
- Provide practical training and support to volunteers and supervisory staff in an up-to-date, effective, efficient and fair way
 - Build the capacity of volunteers to lead task and run public events and activities on behalf of the Authority
 - Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues
- 2.5 The consultation responses to both strategies have been general comments of support and offers of help in implementing actions, which are appreciated.

3. Adoption of strategies

- 3.1 Members are asked to formally adopt the Broads Education Strategy 2017-22 and the Broads Volunteer Strategy 2017-22.

Background papers:	BA report January 2017
Author:	Andrea Long
Date of Report:	1 March 2017
Broads Plan Objectives:	See this report
Appendices:	Appendix 1 - Education Strategy 2017-22 Appendix 2 – Volunteer Strategy 2017-22

Education Strategy for the Broads 2017-22



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Education Strategy for the Broads 2017-22

Strategic aim

The Education Strategy for the Broads provides a framework for formal environmental education and wider outreach in the Broads National Park over the next five years. The strategy takes into account the high level aims and objectives of the Broads Plan (the strategic management plan for the Broads), including the long-term aim that:

'People from all walks of life and all ages and abilities, particularly young people, disadvantaged people and people with disabilities, have opportunities to connect or reconnect with the Broads on their doorstep and 'go the extra mile' for recreation, learning, and physical and mental health and wellbeing. Mainstream and extra-curricular educational opportunities make use of the area's natural and cultural assets and inspire and motivate young people as part of lifelong learning.'



Context

The Vision for English National Parks and the Broads (Defra, 2010) encourages National Park Authorities and the Broads Authority to take a proactive approach in helping local communities and visitors to experience, understand and enjoy these special areas at first hand. Raising awareness and understanding, particularly among young people, is also a key focus of the Government's 8-Point Plan for England's National Parks (Defra, 2016).

In the Broads National Park¹, these ambitions sit within the Broads Authority's wider purposes to conserve and enhance the area's natural and cultural assets, promote opportunities for people to understand and enjoy the special qualities of the area, and protect the interest of navigation.

The Broads is a wonderful resource for learning, enjoying and inspiration, as a 'classroom without walls'. Accessible, informative and inspirational opportunities support and motivate people from all walks of life, ages and abilities, particularly activities and events that connect, or perhaps reconnect, them with the special natural environment on their doorstep.

¹ In this Plan, we use the term 'Broads National Park'. The Broads has an equivalent status to a National Park under the National Parks and Access to the Countryside Act 1949. The Broads Authority shares the same two purposes as the English, Welsh and Scottish National Parks; in addition it has a third purpose relating to the interests of navigation. As such, it is defined under a different Act of Parliament to the other Parks. In 2015, the Authority resolved to brand the area as the 'Broads National Park'. This has been done for marketing related purposes, to promote more clearly the area's national park credentials and special qualities. The Broads Authority's legislation is not changed in any way.

A wealth of evidence highlights the many benefits people, particularly children and young people, gain from learning about and enjoying protected landscapes like the Broads, including:



- Improved self-confidence and personal character development
- Better awareness, understanding and appreciation of the natural and cultural environment, and a passion to help protect and enhance it
- Greater sense of community connection and belonging, helping to reduce social isolation and conflict
- New and enhanced life skills, including social and vocational skills, offering broadened horizons and lifelong opportunities
- Improved physical and mental health and wellbeing
- A lifelong appetite for learning
- And, importantly, lots of fun!

Summary of achievements

There are two main strands of the educational offer in the Broads: mainstream, formal programmes for school-aged children; and wider outreach activities for children and young people, families, local communities and visitors to the area.

A long-term goal for the Authority is that every child in the Broads has the chance to experience the area at some point in their school career. Developing a formal Broads Curriculum has been a key element of fulfilling this ambition in recent years, alongside a variety of in-school and outdoors programmes offered to school-aged children.

Millions of people visit the Broads for recreation, health and wellbeing. However, a lack of physical or cultural access, information or simply motivation means others are disconnected from the special landscape on their doorstep and the opportunities it offers. Outreach, particularly 'hands on' learning for young people and people from disadvantaged backgrounds, is a strong and increasingly important focus.

The Authority and its partners delivered a wide range of education and outreach activities over the life of the last Broads Education Strategy (2012-16). Key achievements include:

- 30+ organisations in Broads Environmental Education Network (BEEN) running c.50,000 educational days p.a. across the Broads
- Broads Curriculum materials and training produced and made available to schools
- Direct school contacts made (2,000 + pupil days p.a.)
- Long-term engagement projects carried out with Short Stay schools for Norfolk, Norwich City College and local secondary schools (2011-16)
- 20+ Broads Discovery Days p.a. run with schools from high IMD areas in the South East
- John Muir Awards programme in place, integral with Forest School approach – 35 awards delivered since 2012
- Total of c.120 work experience placements provided for 15-18 year olds

- Education skills and activity training provided for BA volunteers
- 3 Primary and Youth learning projects, plus outreach and learning strategy under development within Water, Mills and Marshes Landscape Partnership Project 2016-22
- New learning-related projects developed as part of Broads Landscape Partnership Scheme
- Educational partnerships established between BA and Country Trust, Mancroft Advisory Project and others; education projects run with Norfolk Education and Action for Development (2011-15)
- 250,000+ people a year visiting Whitlingham Country Park (urban fringes of Norwich), for range of activities including BA annual events programme
- BA attendance at over 20 local and national events, including London Outdoors and Travel Show, Royal Norfolk Show, British Bird Fair (4000+ contacts p.a.)
- Two-week Broads Outdoors Festival, offering over 80 separate events p.a.
- Annual BA attendance at local school science and environment community fairs
- Programme of regular talks for adult groups (c. 6 talks p.a.)
- Outreach into schools (presentations and training) – c. 12 sessions p.a.
- Engagement with boaters, including Boat Safety Scheme
- Outreach event training for BA volunteers (c.2-3 events p.a.)
- Regular programme of walks run with Age Concern
- New community outreach projects created as part of Broads Landscape Partnership Scheme
- Programme of ‘Know the Broads’ training for local tourism providers (200+ participants)

Five-year action plan 2017-22

This strategy provides a framework for educational and outreach activity in the Broads for the next five years (2017-22). Under an aspiration to ‘Strengthen connections between a wide audience, particularly local communities and young people, and the Broads environment’, Broads Plan 2017-22 contains the following strategic actions:

- Widen the range of active and entry level/taster activities that promote physical and mental health and wellbeing, based in the Broads natural environment
- Offer a flexible range of practical volunteering programmes, events and training, and establish a long-term strategy
- Improve the capacity of the Broads Environmental Education Network to develop and run educational programmes and events for local schoolchildren
- Develop and run motivational outreach activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience



Over the next five years, we aim to resource and offer activities within formal education and wider, informal outreach to fulfil the Vision and 8-point Plan for National Parks and the Broads, the Broads Authority's own purposes and the wider aspirations in the Broads Plan.

We will update, deliver and extend Broads Curriculum materials, training and resources to schools, alongside related activities run through schools and youth groups.

Outreach activities, particularly for young people and people from disadvantaged backgrounds, will be an increasingly important focus. Actions to address this are in this Education Strategy; in related strategies for learning, communications, volunteering, recreation and access in the Broads; and in initiatives and programmes including the Broads Landscape Partnership Scheme 'Water, Mills and Marshes'.

Actions and targets are set out in Table 1 below.

Roles and resources

The Broads Authority acts as coordinator, adviser and provider of formal environmental education and wider outreach activity within the Broads. It is supported by a wide range of partners in the Broads Environmental Education Network (BEEN) and by other groups and organisations. As the body responsible for looking after the Broads, the Authority can offer a unique perspective on, and connection to, the special qualities of the area and its past, present and future.

The Authority currently employs one full-time Education Officer. The role is supported, subject to work priorities, by other in-house staff including the Ranger Team, Communications Team, and Volunteer Coordinator, and by volunteers. There are more than 30 organisations in BEEN (see Appendix 1), offering Broads-themed educational opportunities to schoolchildren and other groups of young people. In a recent survey (Defra 2013), it was estimated that 50,000 educational days a year are delivered by BEEN organisations throughout the Broads.

Limited educational resources, both financial and staffing, have to be targeted carefully. At the same time, we want to build our capacity to offer high quality learning experiences in the Broads. There are a number of ways to increase resources, and some of these are identified in the action plan (Table 1). In its facilitator role, the Authority will work with partners to train teaching staff and others to use the Broads as an educational resource through self-led activities (supported by Broads Curriculum and other learning materials), and to act as 'Broads Ambassadors' to promote activities in the area.

Volunteers will continue to play a vital role in helping to deliver outdoor learning², and there are strong links between the Authority's education and volunteer services. We will also investigate opportunities to improve the level of dedicated in-house staffing and funding resources for the education service.

For more information about this plan, contact Nick Sanderson, Broads Education Officer

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Visit our website: <http://www.broads-authority.gov.uk/learning>

² Volunteer Strategy for the Broads 2017-22; www.broads-authority.gov.uk/broads-authority/who-we-are/volunteers

Table 1: Education Strategy for the Broads: Action Plan 2017-22

A: Providing informal outreach opportunities					
Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that...
A1	Develop and offer fun, motivational activities for young people, families and communities to engage with and learn more about the Broads National Park	1.1 Develop and run educational activities as part of BA-led annual events programme (<i>incl. Picnic in the Park, National Parks Week, Broads Outdoors Festival, Whitlingham Country Park events</i>) <u>Target:</u> 8 events p.a. (Apr-Oct)	BA Ed Officer/ BA Comms and event support teams	From 2017 ongoing	Young people, families and communities are learning about the Broads and gaining new interests and skills through fun, interactive outdoor activities
		1.2 Provide Broads educational presence at targeted externally led public events (<i>incl. Royal Norfolk Show, Wild about Norfolk, tourism shows</i>) <u>Target:</u> 12 events p.a. (Apr-Oct)	BA Ed Officer/ BA Comms and event support teams	From 2017 ongoing	People from disadvantaged groups are visiting the Broads, many for the first time, and are taking part in fun, healthy and motivational outdoor activities that are tailored to their needs
		1.3 Create and run programme of interactive events for 13-21 year olds as part of Broads Landscape Partnership Scheme programme 2: Exploring the Landscape and programme 3C: Activating Enthusiasm <u>Targets:</u> Prog. 2 -TBC; Prog. 3C - 2 events p.a.	Broads LPS partners/ BA Ed Officer	Jan 2018- Dec 2022	Through a better sense of understanding and connection, people are likely to appreciate and care more about the Broads and wider environment
		1.4 Run programme of John Muir Award scheme activities through youth groups, focusing on local areas with high IMD ³ ; promote scheme to potential participants and seek further funding to support it <u>Target:</u> 20 awards p.a.	BA Ed Officer/ Youth groups/ BEEN ⁴ partners	From Sept 2017 ongoing	

³ Indices of Multiple Deprivation (IMD) provide measures of different types of deprivation in areas of England

⁴ Broads Environmental Education Network

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that...
		<i>Other actions: Organisations within BEEN also run indoor and outdoor educational activities and public events on an ongoing annual basis.</i>	BEEN partners	From 2017 ongoing	
A2	Offer and further develop the range of opportunities for National Park-focused work experience, skills training and award schemes for young people	2.1 Develop and maintain pastoral links between BA and local schools and colleges to offer work experience in appropriate areas of BA work, incl. regular work placements throughout the year. <u>Target:</u> 20 placements p.a.	BA Ed Officer / BA support staff/ Schools and colleges	From 2017 ongoing	Local young people are gaining new vocational and life skills, work experience, and meeting new people
		2.2 Create and offer work placement opportunities through Broads Landscape Partnership Scheme programme 3C: Activating Enthusiasm <u>Target:</u> 10 placements p.a. (with LPS partner)	LPS partners/ BA Ed Officer	Jan 2018- Dec 2022	
		2.3 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers <u>Target:</u> 12 youth ranger training places p.a.	BA Ed Officer/ BA Ranger Team/ LPS partners	Jan 2018- Dec 2022	
		2.4 Create and offer skills training and work opportunities through Broads Landscape Partnership Scheme programme 3A: Heritage Construction Skills Training <u>Target:</u> To be confirmed (through Broads LPS)	LPS partners	Jan 2018- Dec 2022	
		2.5 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience Days/Broads Awards/Broads Young Rangers) <u>Target:</u> 10 young volunteer places p.a.	BA Ed Officer/ BA Vol Coordinator/ LPS partners/ BEEN partners	From 2018 ongoing	

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that...
		<i>Other actions: Organisations within BEEN also run volunteering activities, incl. NWT Wildlife WATCH, Broads Networks for Nature, RSPB Schools Outreach</i>	BEEN organisations and other partners	From 2017 ongoing	
A3	Investigate and develop Broads National Park-focused 'social action' community initiatives for young people	3.1 Research practical and resource implications to create working links between BEEN partners and National Citizen Service (NCS) and to run local projects as part of wider NCS scheme	BA Ed Officer/ National Parks England /National Citizen Service	2017-18	Young people are supporting their local communities in practical ways and gaining personal confidence, practical experience and life skills
		3.2 (If 3.1 is feasible) Develop and run local social action community programmes and schemes as part of wider NCS and other provider programmes <u>Target:</u> To be confirmed	BA Ed Officer/ BA Volunteer Coordinator	From 2018 ongoing	
A4	Run and support wider 'hands on' health and wellbeing initiatives targeted at young people, particularly those from disadvantaged backgrounds	4.1 Offer opportunities for schools and other groups to participate in 'Forest School' activities in the Broads, through working with partners to support training needs, draw down additional funding and access suitable sites to run events <u>Target:</u> To be confirmed	BA Ed Officer/ BA Ranger team	From 2017 ongoing	Disadvantaged young people are feeling more valued, self-motivated and resilient, facilitating a reduction in social and health-related problems
		<i>Other actions: Other organisations will also lead health and wellbeing related activities in the Broads, incl. county-led 'One Life' health programmes, Active in Nature</i>	Partners, Sport England	From 2017 ongoing	

B: Providing formal environmental education, including Broads Curriculum

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescale	This is done so that....
B5	Produce, update and expand the range of print and web-based Broads educational source materials, including Broads Curriculum teaching materials	5.1 Update and consolidate Broads Curriculum framework and publish on education pages on BA website, linked to partner outreach resources. <u>Target:</u> Framework published (updated annually)	BA Ed officer/ LPS partners/ volunteers/BEEN partners	2017	Students, teachers and education providers are able to access tailored, up-to-date Broads curriculum materials and other relevant learning materials
		5.2 Review current Broads' educational resource material and update or rewrite as necessary, (working with BEEN organisations to prioritise and rewrite material). <u>Target:</u> 4 sets of resource materials (7 topics per set) completed p.a.	BA Ed officer/ LPS partners/ volunteers/BEEN partners/UEA	From 2017 ongoing	
		5.3 Develop new resources based on key subject areas/ topics identified by schools and in Broads Curriculum. Link to Broads Discovery Days, LPS projects and school curriculum requirements. Include written information, videos, animation and activities. <u>Target:</u> 2 sets of resources completed p.a. Subject area priorities to be identified through schools and BEEN.	BA Ed officer/ LPS partners/ volunteers/BEEN partners/UEA	From 2017 ongoing	
		5.4 Carry out evaluation of uptake of resources and information with schools and students, and revise strategy as appropriate. <u>Target:</u> Evaluation completed and new strategic approaches in place as appropriate.	BA Ed officer	From 2017 ongoing	
		<i><u>Other actions:</u> Other BEEN organisations will produce educational materials in a range of formats that can contribute to Broads educational resource materials.</i>	BEEN partners	From 2017 ongoing	

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescale	This is done so that....
B6	Develop and implement processes to promote the Broads Curriculum more widely and encourage greater take up by learning providers	6.1 Establish a comprehensive database of schools and colleges and follow up key contacts to encourage take up of Broads Curriculum <u>Target:</u> Database established and populated	BA Ed Officer/BA Comms/ Norfolk County Council/ BEEN partners	2017	Students, teachers and education providers are hearing about, and are able to access quickly and easily, relevant and up-to-date Broads curriculum materials
		6.2 Create interactive map of Broads education providers and database of BEEN members and publish on BA website <u>Target:</u> Interactive map in place	BA Comms/ BA Ed Officer/ Norfolk County Council	2018	
		6.3 Update, create and maintain dedicated 'learning zone' on BA website for teachers, students and other professional educators <u>Target:</u> Up-to-date learning zone in place hosted on BA website	BA Ed Officer/ BA Comms	From 2017 ongoing	
		6.4 Develop and run roadshows focused on Broads Curriculum and Broads Landscape Partnership Scheme, and take round local schools. <u>Target:</u> Roadshow taken to 5 schools p.a.	LPS partners/ BA Ed Officer/ BEEN partners	2018-2022	
		6.5 Offer and run outreach training sessions for staff at local schools <u>Target:</u> Sessions run at 5 schools p.a.	BA Ed Officer/ BEEN partners	From 2018 ongoing	
		6.6 Offer and run outreach sessions for pupils at local schools <u>Target:</u> Sessions run at 5 schools p.a.	BA Ed Officer/ BEEN partners/ Volunteers	From 2017 ongoing	
		6.6 Establish and run regular Broads Teachers Conferences to engage local schools with Broads educational ideas and opportunities <u>Target:</u> Annual or biennial event in place by 2019	BA Ed Officer/ LPS partners/ BEEN partners	From 2019	

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescale	This is done so that....
		<i><u>Other actions:</u> Other BEEN organisations will run outreach activities for schools. Through BEEN, the Broads Curriculum framework can be more widely promoted to schools.</i>	BEEN partners	From 2017 ongoing	
B7	Target and run annual programme of Broads Discovery Days for schools, particularly those not already using the Broads as a learning resource	7.1 Publish regular programme of Broads Discovery Day opportunities on BA website and through other local school networks <u>Target:</u> Programme published	BA Ed Officer/ BA Comms	From 2017 ongoing	Staff and pupils from more local schools and colleges are aware of, and are enjoying, discovery days as part of a structured outdoor learning programme
		7.2 Target potential new school contacts and provide promotional information on academic participation in Broads Discovery Day activities. <u>Target:</u> To be confirmed	BA Ed Officer/BA Comms/Norfolk County Council	From 2017 ongoing	
		7.3 Run annual programme of outdoor field-based Broads Discovery activity days throughout the Broads, providing introductory and follow up sessions (Broads Curriculum linked). Target local schools/schools from areas of high IMD. Seek Learning Outside the Classroom (LOTC) quality badge standard. <u>Targets:</u> 10 Discovery Days p.a. / LOTC Quality Badge standard achieved	BA Ed Officer/BA Ranger team/Volunteers/ BEEN partners	Annual ongoing from 2018	
B8	Develop and offer practical support to enable young people from disadvantaged backgrounds to access	8.1 Develop proposal for Broads travel grant scheme and, if feasible, establish process to offer grant assistance to schools in areas of high IMD (also see action 9.2) <u>Target:</u> To be confirmed	BA Ed Officer/BA Comms/LPS partners	2018	More young people from high IMD areas are able to access outdoor activities as part of a structured learning programme

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescale	This is done so that....
	Broads outdoor education opportunities	8.2 Seek wider range of ways to offer practical support to schools and groups in disadvantaged situations to enable them to access Broads-based outdoor learning opportunities, e.g. through self-led schools visits. <u>Target:</u> To be confirmed	BA/LPS partners/ BEEN partners and other organisations	2018	

C: Improving resource capacity for education

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that....
C9	Develop manpower resources and assets (incl. funding, transport, equipment) available to BA and BEEN partners to support education activities	9.1 Investigate potential to provide additional support (incl. admin services) to run BA education service more effectively <u>Target:</u> To be confirmed	BA	2017	The BA and BEEN partners are able to offer more and better resourced education and volunteering services to the public
		9.2 Investigate potential funding, sponsorship or other means to provide dedicated transport resource for use by the BA education service (also see action 8.1) <u>Target:</u> To be confirmed	BA Volunteer Coordinator	From 2017 ongoing	
C10	Recruit and train more volunteers to support the delivery of Broads education programmes and Broads focused community events	10.1 Design and run recruitment and training programmes for BA volunteers to enable them to lead and support education activities and events <u>Target:</u> 2 programmes p.a. <i>(Links to Broads Volunteer Strategy)</i>	BA Volunteer Coordinator/ BA Ed Officer	From 2017 ongoing	More qualified and trained volunteers are working alongside BA/BEEN staff to deliver community events and activities outdoors and within local urban areas

Ref	Objectives	Key actions 2017-22	Lead/Partners	Timescales	This is done so that....
C11	Establish and offer professional development training to teaching staff within Norfolk and Suffolk schools to enable them to lead Broads education programme delivery	<p>11.1 Working with UEA teacher training students, implement Broads Landscape Partnership Scheme programme 3B: Discovering the Landscape and programme 3C: Activating Enthusiasm</p> <p><u>Target:</u> 25 schools activity days p.a. delivered through Broads LPS.</p>	BA Ed Officer / LPS partners/ UEA/BEEN organisations	Jan 2018- Dec 2022	Students training to work within education are helping produce Broads LPS resources and deliver education programmes, both outdoors and in schools, and are gaining 'hands on' experience
		<p>11.2 Develop and run professional development teacher training courses (supported by print and web-based training materials) linked to Broads education programmes, and make available to and through local schools and colleges</p> <p><u>Target:</u> 2 training days p.a.</p>	BA Ed Officer/ BEEN partners / Norfolk County Council/ Education contractors	From 2019 ongoing	More teachers are trained in, and are using and promoting, teaching methods that make use of the Broads as a learning resource
		<p>11.3 Develop, publicise and run processes to recruit teachers as 'Broads Ambassadors' to promote the Broads as a learning resource, linked to Broads education programme (also see B5)</p> <p><u>Target:</u> 5 new trained Broads Ambassadors p.a.</p>	BA Ed Officer/ LPS partners	From 2019 ongoing	

Appendix 1 – List of Broads Environmental Education Network (BEEN) partners

1st Question Educational Co-operative	Natural England
Barton Turf Adventure Centre	Nature's Puzzle
The Benjamin Foundation	Norfolk Archaeological Trust
Broads Authority	Norfolk Broads Direct
Broads Spirituality	Norfolk County Council (Educator Solutions)
Camouflaged Learning	Norfolk Wildlife Trust
The Country Trust	Rowbottom-Parker Consultants
English Heritage	RSPB
Fairhaven Woodland and Water Gardens	Salhouse Broad
Fun Outside	The Short Stay Schools for Norfolk (Engage Trust)
Hautbois Residential and Activity Centre	Suffolk Wildlife Trust
Holt Hall Study Centre (Educator Solutions)	The Canoe Man
Horstead Centre	Time and Tide Museum
How Hill Trust	Wheat Fen Nature Reserve
Martham Boats	Wheat Fen Forest Schools
Mancroft Advisory Project	Wherry Yacht Charter Charitable Trust
Museum of the Broads	Whitlingham Outdoor Education Centre (Educator Solutions)
Nancy Oldfield Trust	
The National Trust	

Appendix 2 – Glossary of terms

BEEN	The Broads Environmental Education Network provides environmental outdoor learning opportunities within the Broads (see Appendix 1 for members)
Broads Ambassadors	Teachers or other school staff who promote the Broads National Park as a learning resource
Broads Discovery Days	A field trip to a site in the Broads, with learning activities
Broads Plan	The key partnership strategy for the Broads. www.broads-authority.gov.uk/broads-authority/how-we-work/strategy
Local schools	For the purpose of this strategy, 'local schools' are those within the Broads executive area and within a 5-mile radius of the boundary
LPS	HLF funded Landscape Partnership Scheme: Water Mills and Marshes www.broads-authority.gov.uk/looking-after/projects/water,-mills-and-marshes
Outreach	A visit by the Broads Authority or BEEN organisation to a school, college or community or other public arena to run activities and promote the Broads
Roadshow	A programmed visit (day or half day) to a school or college with a set of Broads' related activities. Roadshow events are run by Broads Authority staff or volunteers, and by external organisations.

Date of publication: March 2017

Author: Broads Authority

Volunteer Strategy for the Broads 2017-22



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Volunteer Strategy for the Broads 2017-22

Strategic aim

The Broads Authority uses the time and skills offered by volunteers to support its work and achieve its objectives to manage the Broads. In working alongside our staff, volunteers provide valuable input, expertise and increased flexibility to our work programmes, and enhance the experience of everyone working for the Authority. In turn, by offering a range of volunteering opportunities, we seek to inform and influence peoples' life choices and behaviour, and improve their health and wellbeing, skills and employment opportunities, and overall quality of life.

Context

A recent public survey in England¹ showed that 41% of those questioned had volunteered formally (through a group, club or organisation) at least once in the previous year. A quarter of these volunteered regularly, with an average of 11.6 hours a month (BA volunteers, on average, give 16 hours a month).

Defra's 8-point plan for National Parks (2016)² relates closely to the aims of volunteering. It encourages the National Park family to develop plans and activities to help double the number of young people to experience a National Park as part of National Citizen Service by 2020; to encourage more diverse visitors to National Parks and promote volunteering in National Parks; and to promote innovative schemes for National Parks to serve national health.

The Broads Plan³, the strategic management plan for the Broads, has an aspiration to 'Strengthen connections between a wide audience, particularly local communities and young people, and the Broads environment'. This aspiration is supported by the following objectives:

- Widen the range of active and entry level/taster that promote physical and mental health and wellbeing, based in the Broads' natural environment
- Offer a flexible range of practical volunteering programmes, events and training, and establish a longer term succession strategy
- Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and run educational programmes and events for local school children
- Develop and run motivational outreach activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience

These objectives translate into more detailed actions for volunteering, set out in the Action Plan on pages 5-10 of this strategy.

¹ NCVO's Civil Society Almanac survey, 2015-16

² www.gov.uk/government/uploads/system/uploads/attachment_data/file/509916/national-parks-8-point-plan-for-england-2016-to-2020.pdf

³ Broads Plan: <http://www.broads-authority.gov.uk/broads-authority/how-we-work>

There is no doubt that volunteers make a huge contribution to the Authority, and more importantly to the Broads. In just one year (2015-16), a total of 16,000 hours were given by 170 volunteers and work experience students across more than 60 different activities from litter picking, patrolling the waterways and assisting with events, to invasive species control and monitoring, information centre repairs, and vessel maintenance. This included:



- 300 hours supporting the Education Officer in environmental education and outreach to schools, 780 hours helping at public events, and 240 hours of event administration (200 of those hours being provided by a single volunteer!)
- 58 active Ranger volunteers contributing 2850 hours to patrolling the waterways by boat and vehicle, and another 100 hours removing obstructions from the rivers. 16 volunteers spent 145+ hours ensuring our vessels were in the right place when needed or when going for repair.

In the same year, volunteers were supported in their roles by more than 700 hours of training, provided by Authority staff and external training providers.

Benefits

Volunteering creates huge benefits, both for the Authority and for the volunteers themselves. For the Authority, volunteers act as community ambassadors. They have skills to support and complement our staff skills, and can provide a pool of talent when staff vacancies arise. They are able to give dedicated attention to specific groups, issues or projects, and increase the volume, variety and outreach of our services, such as helping us reach more visitors at events. Volunteers can also provide valuable feedback about our practices or programmes, helping us make changes.

Volunteering has been shown to increase a person's ability to carry out activities associated with daily living, cope better with ill health, and adopt and maintain healthier lifestyles. For some, it can be a route to new skills, employment or a career change. Others gain a sense of achievement or fulfilment from passing on their skills and knowledge to others.

Many volunteers gain a sense of belonging, being part of a team working together for a key purpose. They feel valued by making a difference, and lifelong friendships are often made. Volunteering for the Authority also gives people a special opportunity to experience areas of the Broads that may be restricted or of limited public access, and to experience unique activities, such as handling a patrol launch.

Objectives

The Volunteer Strategy for the Broads forms the basis for a rolling work programme for the Broads Authority's volunteer service.

Guiding actions are set out under four key objectives:

Objective 1: Provide practical training and support to all BA volunteers and supervisory staff in an up-to-date, effective, efficient and fair way.

Objective 2: Build the capacity of volunteers to lead tasks and run public events and activities on behalf of the Broads Authority

Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues

Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteer service into the long term

Progress will be reported to full Broads Authority meetings twice a year, and made available on the Authority's website. This will allow us to monitor progress and make any necessary changes. The strategy will be reviewed and updated in 2022.

Guiding Principles

In implementing this Volunteer Strategy, we are guided the following principles.

- Volunteers feel welcomed and valued - they invest in us and we invest in them.
- We are open, honest, caring and committed to developing better engagement with the public
- Through volunteering, peoples' health and wellbeing, and their skills and employability, are improved
- We maintain high standards in what we do, including training, safety and equipment provision
- The volunteer service is effective, efficient and sustainable into the long term, including recruitment and retention, training, administration, funding, and manpower options (e.g. apprenticeships)
- Volunteers learn more about the Broads (and the work of the Authority in managing it) so they understand, enjoy and care for it
- Our work is environmentally sustainable, builds resilience to climate change, and takes an integrated approach to caring for nature and people in the Broads

For more information about this plan, contact Beth Williams, BA Volunteer Coordinator

Email beth.williams@broads-authority.gov.uk or call 01603 610734 (BA Switchboard)

Write to: Broads Authority, Yare House, 62-64 Thorpe Road, Norwich NR1 1RY

Visit our website: <http://www.broads-authority.gov.uk/broads-authority/who-we-are/volunteers>

Volunteer Strategy for the Broads: Action Plan 2017-22

Objective 1: Provide practical training and support to all Broads Authority (BA) volunteers and supervisory staff in an up-to-date, effective, efficient and fair way.

Ref	Key actions	Key outputs by 2022	Resources	Timescales
1.1	Review all existing BA volunteer training programmes to identify additional training needs and best practice (using comparisons with other National Park Authorities and relevant organisations).	Good quality volunteer training programmes are in place, following up-to-date and relevant best practice.	BA Volunteer Coordinator National Park Authority Volunteer Coordinators	Autumn 2017
1.2	Review, update and run basic training programme for new volunteers in line with BA policy and procedure. Deliver tailored Health and Safety training to all volunteers and refresh the training programme on a 3-year cycle.	All new volunteers clearly understanding their roles and can undertake basic activities in a safe and competent manner and in accordance with BA policy and procedure. Volunteers are working to minimum Health and Safety standards in accordance with BA policy and procedure.	BA Volunteer Coordinator BA: C,M & E ⁴ Supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor External: Occupational Health and Safety Committee	Autumn 2017 Ongoing, every 3 years for each volunteer
1.3	Identify and develop external partnership links and other means to increase the level of training offered to volunteers, including the feasibility of a centralised volunteer training hub.	Volunteers are appropriately trained by experienced and specialist providers; if feasible, a centralised volunteer training hub is in operation.	BA Volunteer Coordinator NP Volunteer Coordinators, stakeholders and key organisations	By 2019

⁴ Broads Authority Construction, Maintenance and Environment Teams

1.4	Develop and run training programmes for BA staff that will enable them to supervise volunteers (incl. particular needs/circumstances) in a confident and safe manner	BA staff are supervising a range of volunteers on a regular basis and in a confident and safe manner. They can work competently and safely with volunteers with particular needs (e.g. adults at risk), and in particular circumstances (e.g. large groups, school groups, out of working hours). People with particular needs are able to take part in volunteering activities under appropriate, tailored supervision.	BA: C,M & E Supervisors, Visitor Services Supervisor, Deputy Head Rangers, HR, volunteer supervisors External: Wellbeing advisors	From 2017
1.5	Explore and promote volunteer shadowing exchange programmes with other National Park Authorities and other relevant organisations.	BA volunteers are taking up opportunities to gain experience and develop their roles through shadowing other NPA/organisational volunteers.	BA Volunteer Coordinator Volunteer focus group	In 2018/19

Objective 2: Build the capacity of volunteers to lead tasks and run public events and activities on behalf of the Broads Authority.

Ref	Key actions	Key outputs by 2022	Resources	Timescales
2.1	Develop BA Volunteer Leader and Volunteer Trainer roles to assist staff, incl.: <ul style="list-style-type: none"> ▪ Review and update Volunteer Leader role in line with identified needs and expectations of supported staff, and investigate costs and funding for a Volunteer Leader training programme ▪ Recruit, train and deploy Volunteer Leaders to assist BA Operations Technicians in the first instance, with possible expansion to other teams after trial period. ▪ Investigate feasibility of Volunteer Trainer role; if appropriate, recruit, train and deploy Volunteer Trainers to assist the Volunteer Coordinator and C, M & E supervisors in the first instance, with expansion to other teams after trial period. 	Volunteer Leaders and Volunteer Trainers are in place to support BA work programmes, and Leaders are supervising volunteers during non-standard work hours.	BA Volunteer Coordinator BA: C,M & E supervisors, Education Officer External trainer support	From April 2017

2.2	<p>Provide training and supporting resources to volunteers to enable them to represent the BA at public events without direct BA supervision</p> <p>Produce events resource packs targeted to specific events and activities, incl. teaching resource packs, for use by volunteers (cross links with BA Education Strategy)</p>	<p>Trained and adequately resourced volunteers are representing the BA at public events, without the need for BA staff attendance.</p>	<p>BA Volunteer Coordinator</p> <p>BA Education Officer</p> <p>Broads Landscape Partnership, external training providers</p>	<p>In line with BA Education Strategy</p>
2.3	<p>Develop Visitor Service volunteer role and recruitment processes, incl. production of clear role descriptions for Visitor Service Volunteer (information hubs, Yacht Stations, Reedham Quay) and for site specific volunteers to work with visitor service staff</p>	<p>Volunteers are supporting BA staff at peak periods and at specific locations, including maintenance duties and visitor information provision.</p>	<p>BA Visitor Services Supervisor, supported by BA Volunteer Coordinator</p>	<p>tbc</p>
2.4	<p>Develop and run training programmes to enable volunteers to run events with school children, incl. Broads Curriculum activities, without direct BA supervision.</p> <p>Put measures in place to enable volunteers to help research and produce Broads Curriculum materials and activities (cross links to BA Education Strategy).</p>	<p>Trained and resourced volunteers are assisting the BA, Broads Environmental Education Network and schools in the production and delivery of environmental education activities, incl. Broads Curriculum activities.</p>	<p>BA Volunteer Coordinator, BA Education Officer</p> <p>External: Broads Environmental Education Network, Broads Landscape Partnership</p>	<p>In line with BA Education Strategy</p>
2.5	<p>Develop a revised modular BA training programme that incorporates targeted training for Ranger volunteers</p>	<p>Trained Ranger volunteers are providing an effective and tailored resource to BA Ranger Teams.</p> <p>Non-Ranger volunteers are able to assist Ranger Teams (e.g. practical volunteers helping with winter tree mgt.)</p>	<p>BA Deputy Head Rangers, BA Volunteer Coordinator</p> <p>BA: Rangers, C, M & E supervisors</p>	<p>2017/2018</p>

Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues.

Ref	Key actions	Key outputs by 2022	Resources	Timescales
3.1	Develop and run volunteering opportunities tailored for young people, incl. those from disadvantaged backgrounds	Through LPS Young Ranger programme and other tailored schemes, young people, incl. disadvantaged young people, are taking part in proactive, motivational activities in a volunteering capacity.	Young Ranger Pilot Scheme: BA Education Officer, Broads Landscape Partnership, education providers	Young Rangers pilot from May 2017, other LPS activities to 2022
3.2	Develop and run volunteering opportunities tailored for family groups, incl. training programmes to enable groups to take responsibility for specific locations / tasks	Family groups are taking part in volunteering opportunities geared to their needs.	BA Volunteer Coordinator, volunteer supervisors	From 2018
3.3	Develop site-specific opportunities for volunteers that encourage local community engagement and a sense of ownership, increasing accessibility to volunteering, including: <ul style="list-style-type: none"> ▪ Identify and list key sites that lend themselves to volunteer-led management/ maintenance ▪ Recruit and train local people to look after specific sites (e.g. yacht stations, information centres) under the direction of BA teams 	Opportunities are in place to allow volunteers the option to be based at sites close to their communities, and take 'ownership' of maintenance and checks at those sites.	BA Volunteer Coordinator, Ranger Team, Visitor Services	2017-18
3.4	Identify volunteering initiatives and resources to support the delivery of health and wellbeing objectives (e.g. Age UK walks, Green Gym, Healthy Walks, MIND activities, HMP Norwich activities)	BA volunteers are helping to run activities (generally run by external groups and organisations) that are aimed at improving the health and wellbeing of targeted groups.	BA Volunteer Coordinator Delivery partners, e.g. Age UK, local authorities, MIND, The Conservation Volunteers	From 2018

Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteering service into the long term.

Ref	Key actions	Key outputs by 2022	Resources	Timescales
4.1	Review, quantify and identify ways to enhance the level of BA administrative support to meet the objectives of the Volunteer Strategy	The BA Volunteer Service has adequate resources to provide greater flexibility and a more reactive day-to-day service to volunteers and supervisory staff	BA Volunteer Coordinator through internal consultation	2017/2018
4.2	Develop and implement administrative processes to create a more coordinated, centrally managed volunteer training programme across all the BA's functions	A central point of control is in use to coordinate the administration of all BA volunteer training and support requirements.	BA Volunteer Coordinator Internal consultation with C,M & E Supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor	By Spring 2018
4.3	Review volunteer travel and transport provision and needs, and develop evidence-based options to improve provision/access, incl. use of sustainable transport wherever possible	Processes are in place, supported by robust evidence, to help volunteers get to and from work sites in an easy, timely and cost effective way.	BA Volunteer Coordinator in consultation with volunteers, BA teams	2019 onwards
4.4	Identify and issue appropriate clothing and Personal Protective Equipment (PPE) to volunteers (incl. situations where lack of appropriate clothing may be a barrier to volunteering)	Volunteers have the necessary clothing and PPE to carry out their duties, and no-one is prevented from volunteering by a lack of appropriate clothing/PPE.	BA Volunteer Service and staff who supervise volunteers	Ongoing
4.5	Carry out internal and external research, incl. surveys, literature reviews and interviews, on incentives and barriers to volunteering, to inform more targeted/ appropriate recruitment processes	The BA is running recruitment and retention processes that enable a wider range of people to volunteer and maintains an adequate provision of trained volunteers to meet its service requirements.	BA Volunteer Coordinator in consultation with Volunteers and BA teams	From 2018
4.6	Review, and as necessary update or produce, BA volunteer role descriptions and duties to improve the level and flexibility of volunteer opportunities and support available to staff	Volunteers are recruited and in place to support the work of the BA across all areas, and there is greater flexibility to volunteers in the choice in duties, hours, etc.	BA Volunteer Coordinator in consultation with Volunteers and BA teams	Ongoing

Ref	Key actions	Key outputs by 2022	Resources	Timescales
4.7	<p>Review and update communications systems to publicise volunteer programmes and acknowledge volunteers and their achievements to a wider audience, incl:</p> <ul style="list-style-type: none"> ▪ Develop and run recognition schemes and events for volunteers (incl. award schemes, celebration days, discounts at TICs) where appropriate ▪ Develop and implement a communications plan to publicise BA volunteers and their achievements, both within BA and to external audiences ▪ Put processes in place to encourage greater social interaction between BA staff/members and volunteers 	<p>Communications systems are in place and people are finding out about, and signing up to, volunteering opportunities in the Broads.</p> <p>Volunteers are being publically recognised and rewarded, through awards and celebrations, for their contribution to looking after the Broads.</p> <p>BA members, staff and volunteers are engaging more with, and learning about, each other's roles and responsibilities.</p>	<p>BA Volunteer Coordinator, BA Communications Team</p> <p>Consultation with volunteers and other volunteer users, and with award scheme providers</p>	Evolving from 2017/2018
4.8	Investigate the feasibility of accreditation schemes for volunteers and produce options where appropriate	Where appropriate, accreditation schemes are available for volunteers, possibly in specific roles.	BA Volunteer Coordinator	2019/2020
4.9	Identify potential sources of external funding, sponsorship and other means to support the BA volunteer service, including outsourcing volunteering	Database of external support options is in place, and opportunities to increase resources are followed up.	BA Volunteer Coordinator, external funding advisers	Ongoing

Broads Landscape Partnership Scheme

A range of volunteering activities and events will also be developed and implemented through the Broads Landscape Partnership Scheme: Water, Mills and Marshes. The scheme involves 55 partners carrying out 38 projects that focus on the people, communities and heritage of the Broads drained marsh landscape. For information contact Will Burchnall, LPS Programme Manager on 01603 610734, email will.burchnall@broads-authority.gov.uk, or visit the Broads Authority's website at: <http://www.broads-authority.gov.uk/looking-after/projects/water,-mills-and-marshes>

Date of publication: March 2017

Author: Broads Authority