

Volunteer Strategy 2012-2016: Progress Report September 2013

Report by Volunteer Co-ordinator

Summary: This report provides members with an update on the progress of the Volunteer Strategy 2012-2016.

Recommendation: That members note the report.

1 Introduction

- 1.1 The Volunteer Strategy which was adopted by the Broads Authority in 2012 sets out a strategic framework for volunteer development in the Broads Authority. The strategy is underpinned by the values and themes of inclusiveness, mutual benefit, fairness and equality.

2 Progress

- 2.1 The action plan produced to implement the Volunteer Strategy necessitated a significant amount of work to be completed early on in order for a solid foundation to be laid, upon which longer term sustainable initiatives could be built. Of the ninety seven targets/milestones making up the Action Plan close to two thirds have been met with ten being brought forward and/or on going.
- 2.2 Hindsight has shown that the length of time assigned to initiate and embed changes to disparate and long adhered to practices was underestimated. Add in the need for adaption to the Authority's re-structure in May 2011 and time frames were stretched. As such twenty six milestones/targets have been deferred or delayed while key processes and procedures were being established. These milestones/targets mainly fall under the sections relating to collaborative partnerships with stakeholders and facilitating community led volunteering.
- 2.3 Ascertaining the number of individuals actively volunteering for the Broads Authority was remarkably difficult. Nonetheless, without accurate figures planning our recruitment needs, volunteer training and kit provision, required supervisor cover, potential volunteer assistance with annual work plans etc. was not possible. The number of 165 active Broads Authority volunteers is accurate and the result of over two years of perseverance in

establishing a centrally coordinated set of processes for recruiting, monitoring and recording of individual volunteers.

- 2.4 Training for volunteers has been centralised leading to a more targeted and streamlined process. It has enabled those individuals whose activities will benefit/assist the Broads Authority the most to receive training in a timely and cost effective manner.
- 2.5 All new volunteers now attend one of four in house training days run quarterly. Basic Training days ensure that all volunteers, regardless of the role they are undertaking, have a comprehensive and working knowledge of:
 - Broads Authority policy and procedures including volunteer code of conduct and policy
 - Engaging and talking with the public
 - Making A difference (M.A.D) – Health and Safety talk
 - Manual Handling
 - Hand and Arms Syndrome awareness
 - Risk Assessments

There has been very positive feedback from volunteers who have undertaken the in house training who feel confident to 'go out and get stuck in' and staff who know that their volunteers have a good foundation of knowledge upon which they can build.

3 Moving Forward

- 3.1 The milestones/targets that were deferred or delayed will be progressed in the next 18 to 24 months.
- 3.2 The Volunteer Service is now at a stage where a measured expansion of volunteer numbers directly with the Broads Authority and through community engagement is possible. It is clear that with the current capacity for supervision that alternative means of increasing volunteering contribution is required. In order to tap into the significant resource of working individuals wishing to give their time at weekends it will be necessary that we develop the role of Volunteer Leader.

4 Conclusion

- 4.1 The Volunteer Strategy is on target to be delivered by 2016 resulting in an integrated, efficient fit for purpose Volunteer Service.

Background papers:	None
Author:	Beth Williams
Date of report:	4 September 2013
Broads Plan Objectives:	PE3.1, PE3.4
Appendices:	APPENDIX 1 - Volunteer Strategy and Action Plan 2012-2016



Volunteer Action Plan 2012-2016

Update
September 2013

Volunteer Strategy

Objective 1: Recognising the Value and Promoting the Benefits

- 1.1 Increase public recognition for volunteering opportunities with the Broads Authority and the work the volunteers do.
- 1.2 Measure the impact of volunteer involvement on volunteers, staff, the Broads Authority and stakeholders.
- 1.3 Seek to protect volunteering from the unintended negative consequences of legislation and Government policy.

Objective 2: Enhancing Accessibility and Diversity

- 2.1 Ensure that everyone living within 5km of the Broads executive area who meets a role description and follows the ethos of the Broads Authority have an opportunity to volunteer.
- 2.2 Ensure that volunteering is representative of the diversity of our community
- 2.3 Diversify our methods of recruitment
- 2.4 Encourage collaborative partnerships with stakeholders
- 2.5 Facilitate community led volunteering

Objective 3: Improving the Volunteering Experience

- 3.1 Improve volunteer management practice
- 3.2 Increase the number, quality and range of volunteering opportunities
- 3.3 Encourage and support the development of skills by volunteers
- 3.4 Increase input by volunteers through discussion, consultation and communication
- 3.5 Implement standards of practice and policy to provide clear expectations and requirements of staff and volunteers
- 3.6 Achieve Investing in Volunteers Award





Objective 4: Supporting and Strengthening the Infrastructure

- 4.1 Provide effective infrastructure support to volunteering.
- 4.2 Improve integration of volunteers into day to day work plans.
- 4.3 Encourage and support the development of staff skills needed to work with volunteers
- 4.4 Support and encourage volunteers to lead and coordinate the efforts of other volunteers
- 4.5 Support and promote existing volunteer groups.
- 4.6 Recruit more volunteers




Objective 5: Delivering the Strategy

- 5.1 Create a comprehensive investment programme to deliver the Strategy.
- 5.2 Deliver the Strategy in an effective, accountable way reflecting its cross cutting nature.

Action Plan 2012 to 2016 with Progress.

	Strategic Action		What will we be doing?	Lead facilitators	Timescale	Targets and Milestones	Progress  = completed  = deferred  = on-going/progressing  = moved forward/urgent
--	------------------	--	------------------------	-------------------	-----------	------------------------	---

Objective 1. Recognising the Value and Promoting the Benefits

1.1	Increase public recognition for volunteering with the Broads Authority and the work the volunteers do.	1.1.1	Encourage volunteers to contribute to BA publications regularly	Volunteer Coordinator Communication Team	Ongoing	10 out of 12 monthly contributions by volunteers to the BA Bulletin	Seven articles contributed by volunteers 
		1.1.2	Increase reporting of volunteer achievements and activities externally	Volunteer Coordinator Communication Team	April 2013	Four articles a year in external publications	Two external articles published 
		1.1.3	Increase BA presence at events and workshops to promote the volunteer's achievements.	Volunteer Coordinator Communication Team	April 2013	Two events attended	Two events attended 
		1.1.4	Establish rewards and recognition practices	Volunteer Coordinator	April 2013	Practices to reward and recognise volunteer's contribution to the Broads are in place and implemented	Celebration Day Articles in BA publications Thank you cards 







1.2	Measure the impact of volunteer involvement on volunteers, staff, the Broads Authority and stakeholders	1.2.1	Ensure volunteer involvement quantified in hours and skill level	Volunteer Coordinator Section Heads	Ongoing	Performance Indicator values readily available throughout the year	12/13 figures produced and published in Business plan ★
		1.2.2	Roll out web based Volunteer Impact Software to assist in recording volunteer's time and activities contributions	Volunteer Coordinator IT team	April 2012	Staff and volunteers are confident and able to record hours and activity types	Volunteer records migrated completely to Volunteer ² Impact software. ★ Logging of volunteer hours partially onto Volunteer ² 1
		1.2.3	Consult staff to assess the impact of volunteers through the work programme	Volunteer Coordinator Section Heads	February 2012	Written feedback is obtained from staff clearly identifying the impact of volunteers on the work programme	Additional question in staff survey about working with volunteers. 2013 1
		1.2.4	Review existing Performance Indicators and if appropriate introduce new indicators relevant to the Business Plan	Volunteer Coordinator Management Team	December 2012	PIs are agreed by Management Team	PI reviewed and published in business plan against targets ★

1.3	Seek to protect volunteering from the unintended negative consequences of legislation and Government policy.	1.3.1	Clarify minimum levels of Health and Safety for volunteer roles	Volunteer Coordinator Head of Safety Section Heads	February 2012	Training and PPE requirements identified for all volunteer roles	Written volunteer role descriptions for all volunteer roles and activities which include identifying training and PPE requirements. Review H&S policy in terms of volunteers ★
		1.3.2	Establish actual CRB check requirements	Volunteer Coordinator HR	March 2012	Clear guidance on when CRB checks are required is documented	DBS checks not to be undertaken on any volunteers in accordance with current Government legislation. ★
		1.3.3	Liaise with other NPs and Volunteering England, Voluntary Norfolk for relevant policy consultations and changes	Volunteer Coordinator	Ongoing	Changes to policy or procedures are clearly documented in BA documentation for staff and volunteers	Recording of liaison meetings with any changes to policy or process reflected in training and publications. ★

Objective 2: Enhancing Accessibility and Diversity

2.1	Ensure that all people living within 5km of the Broads executive area who who meets a role description and follows the ethos of the Broads Authority has an opportunity to volunteer.	2.1.1	Review current recruitment procedures and make recommendations to diversify methods	Volunteer Coordinator Communication Team	December 2012	Produce recommendations	Recruitment streamlined and targeted ★
		2.1.2	Increase partnership and volunteer sharing with our stakeholders to increase and enhance the volunteer experience	Volunteer Coordinator Stakeholders	May 2013	At least 2 shared volunteering events/activities with stakeholder(s)	Target date moved to 13/14 1
		2.1.3	Standardise recruitment methods and procedures through a central person	Volunteer Coordinator	February 2012	Document recruitment methods and inform all staff and volunteers	Recruitment processes clearly documented and all staff and volunteers informed ★
		2.1.4	Work with the Education Officer to identify methods of encouraging school children to volunteer once they have left formal education	Volunteer Coordinator Education Officer	December 2014	Processes & methods will be documented.	14/15 work plan
		2.1.5	Create clear procedures to ensure that all Work Experience Placement (WEP) requests are handled fairly and those experiences are offered equally to all students who are placed with the Broads Authority	Volunteer Coordinator Education Officer	March 2012	Processes & methods will be documented. Standard application processes will be in place and responsible officers identified.	Recruitment and application processes for WEP students clearly documented and all staff informed. Process on BA website ★

2.2	Ensure that volunteering is representative of the diversity of our community	2.2.1	Develop a demographic profile of 'our community'	Volunteer Coordinator	February 2012	Clear description of the demographic profile will be documented	Review latest census data. ★
		2.2.2	Research and review other organisations initiatives to recruit from all areas of the community	Volunteer Coordinator Comms Team	February 2013	Recommendations will be produced based on information gathered	Item to be discussed at annual NP volunteer coordinators meeting October 2013. Other stakeholders and partners to be questioned in January 2014 1
		2.2.3	Work with the Education Officer to ensure minority students are encouraged to volunteer once leaving education	Volunteer Coordinator Education Officer	May 2015	The Broads Curriculum to promote further learning through volunteering with the BA and/or partners	Target date moved to 15/16 work plan 1
2.3	Diversify our methods of recruitment						
							Covered in Section 2.1
2.4	Encourage collaborative partnerships with stakeholders	2.4.1	Identify stakeholders for potential partnerships	Volunteer Coordinator	August 2012	Key partnerships identified	List of key stakeholders generated ★

		2.4.2	Establish feasibility of combined training and resource use between partnership organisations	Volunteer Coordinator Stakeholders	December 2012	Shared learning and training opportunities identified.	Stakeholder workshop to run in January 2014  1
		2.4.3	Identify collaborative volunteering opportunities that benefit the Broads Authority and stakeholders/partner organisations	Volunteer Coordinator Stakeholders	May 2013	Collaborative volunteering opportunities identified and two sessions run	2014. Feasibility to be investigated at stakeholder workshop. Depends on outcome of 2.4.1  1
		2.4.4	Consider the feasibility of a 'Broads Volunteering Hub' to centralise all volunteering opportunities within the Broads area	Volunteer Coordinator Stakeholders Voluntary Norfolk	December 2014	Feasibility of a 'Broads Volunteering Hub' established	Moved to 14/15  1
2.5	Facilitate community led volunteering	2.5.1	Identify what support the Broads Authority could offer communities	Volunteer Coordinator Ranger Team	May 2013	Feedback from teams identifying capacity	September 2013. To attend Parish forum to identify support BA can offer  1
		2.5.2	Identify what need there is within communities for volunteer led activities within the BA executive area	Volunteer Coordinator Ranger Team	May 2013	Consultation with communities undertaken	Waiting for Rangers to identify need  1
		2.5.3	Review the potential of using volunteers as local leaders for community groups	Volunteer Coordinator	December 2013	Meet with key individuals within communities.	Waiting for Rangers to identify need  1

		2.5.4	Support the Ranger Team where possible with local engagement	Volunteer Coordinator	May 2012	Attend meeting of the Ranger Team regularly through out the year	Attending Ranger Team meeting regularly ★
--	--	-------	--	-----------------------	----------	--	--






Objective 3: Improving the Volunteering Experience

3.1	Improve volunteer management practice	3.1.1	Review and update Volunteer Policy and Handbook.	Volunteer Coordinator Management Team	January 2012	Volunteer Policy and Handbook distributed to all volunteers and staff.	Autumn 2013 1
		3.1.2	Identify the number of Broads Authority volunteers and the roles they undertake within the Authority	Volunteer Coordinator All staff	December 2011	Number of individuals volunteering for the Broads Authority quantified and all roles listed	Completed and to be confirmed October 2013 1
		3.1.3	Identify those volunteers who remain registered as BA volunteers but are not active and encourage them to return to active roles or leave the register	Volunteer Coordinator	March 2012	Contact to be made with all individuals concerned	Completed but on going task to maintain accurate data ★
		3.1.4	Establish an annual review of volunteer's details and activity status to enable accurate record keeping	Volunteer Coordinator Section Heads	June 2012	Volunteer Record Forms to be completed by all volunteers annually	Completed but on going task to maintain accurate data ★






		3.1.5	Identify the variety of management practices carried throughout the Broads Authority, identifying the most effective.	Volunteer Coordinator Section Heads	May 2012	Discussions undertaken with staff typically involved with volunteers	Completed but on going task to maintain most effective practices with changing demands of workloads from different teams ★
		3.1.6	Standardise the tools used to monitor and manage volunteers i.e. standard forms to be used across the whole of the BA	Volunteer Coordinator	May 2012	Standard set of forms and procedure to enable hours and tasks to be recorded Impact software being used	Paperwork standardised and in use ★
		3.1.7	Standardise the recruitment process and procedures	Volunteer Coordinator	February 2012	Standard set of forms and procedures in use	Completed and distributed ★
		3.1.8	Ensure that all staff and volunteers are fully versed in any new procedures, paperwork and reporting and the rationale behind them.	Volunteer Coordinator	May 2012	Staff and volunteers aware of the standard set of forms and procedures to be used	Completed and distributed ★
		3.1.8	Provide all new staff and volunteers with induction training to ensure they are fully versed on all policy and procedures.	Volunteer Coordinator	March 2012	Induction Training pack compiled	Implemented with BA Basic Training day ★
			Ensure that all staff and volunteers are familiar with the web based Volunteer Impact software	Volunteer Coordinator IT team	April 2012	Guidance on the use of Impact software available	Delayed until January 2014 1

3.2	Increase the number, quality and range of volunteering opportunities	3.2.1	Identify all volunteering opportunities across the whole of the Broads Authority including those areas that have traditionally not had volunteers and maintain these centrally	Volunteer Coordinator Section Heads	December 2012	Regular monitoring of work plans and production of volunteer role descriptions	<p>On-going. Volunteer roles reviewed predominately within the Maintenance, Environment, Rangers and Education teams.</p> <p>→</p> <p>All other areas of the BA structure yet to utilised volunteers identified.</p> <p>★</p> <p>Prioritise volunteers in Communication and Administration 13/14</p> <p>1</p>
		3.2.2	Produce a Pro Forma for volunteer role descriptions and clear procedures for staff for requesting new volunteers including all resources and training required	Volunteer Coordinator	February 2012	Pro forma for Volunteer Role Descriptions in use by all staff	<p>Completed and on Intranet</p> <p>★</p>
		3.2.3	Regularly publish volunteering opportunities to existing volunteers identifying relevant information and any skills required	Volunteer Coordinator	ongoing	Rotas distributed to all volunteers outlining current opportunities monthly	<p>Consolidated and streamlined. Published monthly</p> <p>★</p>


		3.2.4	Where possible, tasks are adapted to suit the needs, abilities and interests of individual volunteers.	Volunteer Coordinator Supervisory staff	ongoing	Review of the types of volunteer opportunities available annually	Undertaken on an individual basis. Overall review of supervisory capacity on-going ★
		3.2.5	Identify opportunities to run Corporate Volunteering Days providing a variety of tasks to meet the needs of a variety of types of industries	Volunteer Coordinator	December 2012	Four corporate days identified for 2013	Targets met but need to review corporate days, cost and format by Autumn 2013 ★
		3.2.6	Identify staff training needs through IPRs to enable the supervision and support of increased numbers of volunteers and new volunteer roles	Volunteer Coordinator Section Heads	March 2012	Training needs incorporated into the corporate training programme	Supervising training provided to Senior Op Techs and Rangers, line managers. ★ Line managers and section heads to discuss with their staff training requirements by March 2014 1

3.3	Encourage and support the development of skills of volunteers	3.3.1	Identify all forms and levels of training provided to all volunteers and compile training records to date	Volunteer Coordinator	December 2011	List of all training provided to volunteer and volunteer records up to date	Volunteer ² being updates with volunteer qualifications. Update complete by December 2013  !
		3.3.2	Maintain accurate and up to date training records	Volunteer Coordinator	ongoing	Volunteer records kept up to date	On-going with annual review. 
		3.3.3	Review current training procedures and priorities for all volunteers with essential Health and Safety training prioritised	Volunteer Coordinator Head of Safety Management	February 2012	Priority training needs identified to comply with current Health and Safety policies.	On-going liaison with Head of Safety Management 
		3.3.4	Develop a process of prioritising training to volunteers based on the BA's need for assistance in specific areas/tasks	Volunteer Coordinator Section Heads	August 2012	Training prioritisation processes identified	Identified and implemented 
		3.3.5	Produce clear guidelines for staff and volunteers of how training is prioritised in terms of BA needs and a volunteer's desire for the skills.	Volunteer Coordinator	August 2012	Guidelines produced	Identified and implemented 



		3.3.6	Review training providers and identify the most cost effective and appropriate courses	Volunteer Coordinator	May 2013	Most cost effective and appropriate training providers identified	<p>St John's manual handling training reviewed and deemed insufficient. Manual Handling training to be provided in house from 2013 onwards.</p> <p>★</p> <p>Review external training for new volunteer leader role by September 2013</p> <p>★</p>
		3.3.7	Identify the potential capacity to increase in-house training and implement where appropriate	Volunteer Coordinator Section Heads	May 2015	All training that can be undertaken in-house is being carried out	<p>All now being undertaken in house: Manual Handling Risk Assessment M.A.D HAVS</p> <p>★</p>
		3.3.8	Scope the potential to share training opportunities with other stakeholders	Volunteer Coordinator Stakeholders	December 2014	Opportunities to share training identified	December 2014
		3.3.8	Identify and implement appropriate volunteer led training	Volunteer Coordinator	May 2014	Volunteer led training undertaken	<p>Need to accelerate implementation due to lack of staff to supervise volunteers and no volunteering opportunities at weekends – Identify and engage contractor to develop training. December 2013</p> <p>!</p>

3.4	Increase input by volunteers through discussion, consultation and communication	3.4.1	Identify the current and preferred methods of communication between the Broads Authority and volunteers	Volunteer Coordinator Communication Team	January 2012	Results of communication survey collated	Completed. Volunteer newsletter to be published 
		3.4.2	Maximise the variety of methods of communication between volunteers, staff and stakeholders	Volunteer Coordinator Communication Team	ongoing	Continuous monitoring of methods of communication	on-going – use of Twitter and Facebook 
		3.4.3	Encourage the use of the web based Volunteer Impact software to maximise communication between volunteers in a safe and effective way	Volunteer Coordinator IT Team	ongoing	Ongoing support encouragement of volunteers and staff using Impact	Roll out date and training to be identified with IT team. Aim to have significant number of volunteers communicating and using Volunteer ² by Spring 2014 
		3.4.4	Volunteer produced Broads Authority Volunteer newsletter	Volunteer Coordinator Comms Team Volunteers	May 2013	Newsletter produced at least twice a year	First issue of Broadleaf due Autumn 2013 
		3.4.5	Establish a Volunteer's Representative Group that meets regularly with BA staff	Volunteer Coordinator	May 2015	Volunteer representatives group meets at least twice a year	15/16
3.5	Implement standards of practice and policy to provide clear expectations and requirements of staff	3.5.1	Ensure that all staff and volunteers have read and understood the BA Volunteer Policy	Volunteer Coordinator	April 2012	All volunteers and staff have received a copy of the BA Volunteer Policy	To be distributed Autumn 2013 with copies on BA intranet and Volunteer ² 

	and volunteers	3.5.2	Ensure that all staff and volunteers are clear what the expectations are for everyone as outlined in the BA Volunteer Policy	Volunteer Coordinator	December 2012	Volunteers and staff are able to clearly outline the expectations asked of them	BA volunteer policy distributed to all volunteers and staff. Encourage staff or volunteers to question if unclear of responsibilities. ★
		3.5.3	Produce a toolkit for staff to explain policies and procedures for when they are working with volunteers	Volunteer Coordinator	December 2012	Toolkit produced, tested and subsequently used regularly to inform and support staff	Regularly attend team meetings to support staff. Documents listed on the Intranet ★
		3.5.4	Review existing volunteer roles to establish minimum commitment based on Business Plan needs	Volunteer Coordinator Section Heads	December 2012	Minimum volunteer commitment (if any) identified	Volunteer encouraged to commit but are not legally bound to any specific time commitment ★
3.6	Achieve Investing in Volunteers Award	3.6.1	Follow the Investing in Volunteers Award standard guidance and start using it informally as a way to benchmark good practice in volunteer management.	Volunteer Coordinator	January 2013	Investing in Volunteers Award guidance and standards being used to informally monitor & guide the BA Volunteer Service	2014/2015 1
		3.6.2	Review progress towards attaining the standards required for Investing in Volunteers Award	Volunteer Coordinator Management Team	May 2014	Management Team to informally assess the Volunteer Service using the Investing in Volunteers Award criteria	2014/2015 1

		3.6.3	Apply for the Investing in Volunteers Award	Volunteer Coordinator	December 2015	Application to be considered for Investing in Volunteers Award	2016  1
--	--	-------	---	-----------------------	---------------	--	---

Objective 4: Supporting and Strengthening the Infrastructure

4.1	Provide effective infrastructure support to volunteering.	4.1.1	Identify the Broads Authority's capacity to support and supervise volunteers in terms of time, money and resources.	Volunteer Coordinator Section Heads	ongoing	Assessment of volunteer numbers and BA's capacity to support at least twice a year	Continual review of Ranger Area Plans and Construction, Maintenance and Environment team plans →
		4.1.2	Ensure that no volunteer is recruited without a clearly identified need for their assistance and the appropriate resources are available	Volunteer Coordinator	ongoing	Use of standard recruitment procedures throughout the BA by all staff	Centralised standard recruitment process now in place ★
		4.1.3	To provide easy access to good quality, consistent volunteering information for staff and volunteers	Volunteer Coordinator	December 2012	Develop standard literature available to all staff and volunteers via Impact and the BA website	Spring 2014  1
4.2	Improve integration of volunteers into day to day work plans.	4.2.1	Understand what barriers exist to integration and seek solutions with staff and volunteers	Volunteer Coordinator Section Heads	May 2012	Barriers identified and possible solutions implemented.	December 2013  1

		4.2.2	Develop practices and procedures with volunteer's roles considered and incorporated from the start	Volunteer Coordinator Section Heads	May 2013	Staff encouraged to clearly indicate the potential role of volunteers in all project development	On-going, becoming more streamlined as staff gain better understanding of processes ★
4.3	Encourage and support the development of staff skills needed to work with volunteers	4.3.1	Identify staff training needs through IPRs to enable the supervision and support of increased numbers of volunteers and new volunteer roles	Volunteer Coordinator Section Head	May 2012	Comprehensive list of all staff needing training in order to support volunteers	Staff identified and trained in the principles of volunteer supervision. Work shadowing being encouraged when possible ★
		4.3.2	Run workshops for staff by experienced staff and volunteers	Volunteer Coordinator Volunteers	December 2012	4 workshops to be completed	Two workshops run →
		4.3.3	Provide clear advice and guidance for staff relating to volunteers	Volunteer Coordinator	December 2012	All policies and procedures easily accessible to all staff. Advice and guidance readily available.	On-going. Key documents on Intranet. ★
4.4	Support and encourage volunteers to lead and coordinate the efforts of other volunteers	4.4.1	Encourage and support existing self directed volunteers	Volunteer Coordinator	ongoing	Close monitoring of volunteers experiences through direct communication and feedback on timesheets	Feedback received regularly through variety of communication methods. Very few volunteer led activities since May 2011. Training planned for December 2013 volunteers who wish to lead other volunteers ★!

		4.4.2	Identify new opportunities for volunteer-led activities in line with the Business Plan	Volunteer Coordinator Section Heads	May 2013	Establish clear criteria for those tasks/activities that can be volunteer led	Inconsistent but becoming more inclusive as staff understand the roles of volunteers ★
		4.4.3	Identify those volunteers who would be willing to supervise other volunteers, identify which activities would be appropriate and any training requirements	Volunteer Coordinator	May 2013	Volunteers wishing to train to supervise volunteers identified	September 2013 1 !
4.5	Support and promote existing volunteer groups	4.5.1	Review how volunteers wish to be supported by the Broads Authority	Volunteer Coordinator	June 2012	Meet with volunteers to discuss methods and means of support by the BA	On-going but key ideas identified by December 2013 ★
		4.5.2	Implement and develop the outcomes of the above volunteer/staff feedback	Volunteer Coordinator	May 2013	Volunteers are supported by the BA as requested/suggested	On going. Volunteers are supported in the best possible way when they request assistance. ★
		4.5.3	Ensure that any changes to policy or procedure are fully explained and understood by volunteers and staff to minimise misunderstanding	Volunteer Coordinator	ongoing	All staff and volunteers informed of changes to policy or procedures	Completed ★
		4.5.4	Encourage volunteers to communicate their concerns, wishes, needs and ideas	Volunteer Coordinator	ongoing	Volunteers are able to communicate with staff in an easy and effective manner	Yes ★

		4.5.5	Ensure that existing volunteers are aware of all volunteer opportunities with the Broads Authority and encourage them to trial other appropriate activities and roles	Volunteer Coordinator	ongoing	Circulation of rotas listing the weekly and monthly volunteering opportunities to all volunteers	Yes ★
4.6	Recruit more volunteers	4.6.1	Ensure that clear guidelines are in place so that volunteers are only recruited into those roles where the need for additional volunteer assistance is clearly presented and can be supported and is not forthcoming from the existing volunteers	Volunteer Coordinator	March 2012	Guidelines/procedures circulated to all staff and volunteers for the recruitment of volunteers for an activity or role	Yes ★
		4.6.2	The production of clear information about the opportunities, the recruitment and selection procedure, what volunteers can expect from the Broads Authority, and what the Authority's expectations are.	Volunteer Coordinator	February 2012	Volunteer recruitment process and procedure circulated to all staff and volunteers and remains readily available online	Yes ★

		4.6.3	Where appropriate, potential volunteers are given further opportunities to find out more about the volunteering opportunities before committing themselves e.g. meeting with other volunteers, taster days	Volunteer Coordinator	May 2013	2 taster days run for potential volunteers	Taster days run for all prospective volunteers ★
		4.6.4	Ensure that the recruitment procedures are appropriate to the volunteer role(s) and are applied consistently across the whole of the Authority and for all roles	Volunteer Coordinator	March 2012	Volunteer recruitment processes, procedures and guidelines produced	Yes ★
		4.6.5	Establish and implement trial periods for both the volunteer and the Broads Authority to ensure both parties are happy to continue with the partnership	Volunteer Coordinator	March 2012	Volunteer recruitment processes, procedures and guidelines produced	Probation period of 12 weeks for volunteers and 6 weeks for Work experience placement students ★
		4.6.6	Maintain ongoing monitoring of existing volunteer capacity, the Authority's ability to support those volunteers and any new volunteer assistance in relation to the Business Plans	Volunteer Coordinator Section Heads	ongoing	Assessment of volunteer numbers and BA's capacity to support at least twice a year	Volunteer numbers confirmed once a year. ★ On-going feedback on adequate supervision of volunteer to guide how many volunteers can be supported. ★

Objective 5: Delivering the Strategy							
5.1	Create a comprehensive investment programme to deliver the Strategy.	5.1.1	Maintain and manage a central budget for volunteering with a single point of authorisation to establish true cost of the volunteer service	Volunteer Coordinator	ongoing	All expenditure relating to volunteering to be approved centrally.	Yes, on-going ★
		5.1.2	Present to Management Team revised volunteer budget based on predicted expenditure in light of new policies and procedures and volunteer numbers	Volunteer Coordinator	September 2012	Revised volunteer budget presented to Management Team	Budget presented to Management Team and accepted September 2012. ★
		5.1.3	Increase the number of Corporate Volunteering Days run as a means of funding	Volunteer Coordinator	December 2013	4 corporate days per year	Under review to ensure effective use of staff time and resources 1
		5.1.4	Seek additional external funding for the Broads Authority Volunteer Service	Volunteer Coordinator	December 2014	External funding resources and sources identified	14/15
5.2	Deliver the Strategy in an effective, accountable way reflecting its cross cutting nature.	5.2.1	Work towards the goals and objectives identified in the Volunteer Strategy Action Plan	All BA staff, volunteers and stakeholders	December 2015	Progression through the Volunteer Strategy Action Plan	Progressing steadily through action plan. ★

Appendix 1. Key Performance Indicators

The Broads Plan.

The Broads Plan is the key strategic management plan for the Broads. The Plan coordinates a wide range of strategies, plans and policies relevant to the area with the purposes and duties set out in the Broads Act. The Broads Plan is a plan for the Broads, not just for the Broads Authority. As such, its successful delivery depends on strong partnership working and on the best use of shared resources.

There are three key priorities for the Authority and its partners over the lifetime of this Broads Plan:

Theme 1: Planning for the long-term future of the Broads in response to climate change and sea level rise

Theme 2: Working in partnership on the sustainable management of the Broads

Theme 3. Encouraging the sustainable use and enjoyment of the Broads

Section 3.1 Promoting understanding, enjoyment and wellbeing relates to volunteering:

PE3. Enable a wider range of people, particularly those from 'hard to reach groups', to understand, experience and actively benefit from the resource of the Broads

PE3.4 Deliver and increase opportunities for active engagement through volunteering

There are two National Parks Performance Indicators:

PI RM3 (a) Total number of volunteer days organised or supported by BA

PI RM3 (b) Number of those days attended by 'under represented' groups (5-25 yrs, minority ethnic groups and people who consider themselves having limiting long term illness or disability)

If appropriate new indicators relevant to the Business Plan might be developed to assist in the monitoring of the effectiveness of the volunteer strategy.