

Draft Education and Volunteer Strategies
Report by Director of Planning and Resources

Summary: Two key strategies have been updated covering education and volunteering. Both are presented here for Members to review prior to them going out for consultation.

Recommendation: The views of Members are sought prior to consultation with key stakeholders.

1 Strategy Production 2016/17 – Education and Volunteer Strategies

- 1.1 During Autumn 2016, work began on reviewing both the Education and Volunteer Strategies. There is a significant amount of interrelation between the two strategies and therefore it has made sense to review them at the same time building on the successful process that saw the adoption of the existing strategies in 2012.
- 1.2 It has been important to ensure that both Strategies are in conformity with the emerging Broads Plan and its strategic direction. In addition, there are also strong links to the Broads Landscape Partnership Scheme: Water, Mills and Marshes
- 1.3 The draft Broads Plan 2017-22 contains the following:

Aspiration 10:

“Strengthen connections between a wide audience, particularly local communities and young people, and the Broads Environment”

The aspiration is underpinned by the following strategic actions:

10.1 – Widen the range of proactive and entry level/“try it out” activities in the Broads natural environment that promote physical and mental health and wellbeing benefits

10.2 - Offer a flexible range of practical organisation/community led volunteering programmes, events and training and establish a longer term succession strategy,

10.4 – Improve the capacity of the Broads Environmental Education Network (BEEN) to develop and offer Broads themed formal educational programmes and events to local school children.

10.5 – Develop and run extra-curricular activities and award schemes for young people, including those from disadvantaged backgrounds, focusing on life and work skills training and practical experience

- 1.4 These strategic actions provide the strategic context for the development of the two emerging strategies. Both strategies have distinct audiences and it has been important to ensure that these groups have had the opportunity to feed into the strategy development to date. Further targeted consultation will be undertaken before the two strategies are adopted at the end of the financial year.

2 Education Strategy

- 2.1 The Education Strategy aims to provide a clear progression of opportunities for young people to learn about and engage with the Broads and emphasises the benefits of high quality outdoor learning. The Strategy has three key areas of focus which are:

- Offering informal outreach opportunities
- Providing formal education including Broads Curriculum
- Improving resource capacity

- 2.2 It is worth noting that during 2016, it is estimated that the 30+ organisations in the Broads Environmental Education Network (BEEN) operated around 50000 pupil educational days across the Broads. The Broads Authority provided 130 work placement days for 15-18 year olds and 20+ Broads Discovery Days were run in conjunction with schools. Long term engagement projects with Short Stay Schools for Norfolk continued and direct schools contact was made with 2000+ pupils. This was in addition to the attendance at local and national events, school science and community fairs, Broads Authority led events and establishing partnerships with other organisations such as the Country Trust, and Mancroft Advisory Project

3 Volunteer Strategy

- 3.1 The Volunteer Strategy outlines the key benefits of volunteering both to the Broads Authority but also importantly to the Volunteers themselves. It has 4 key objectives which can be summarised as follows:

- Provision of practical training and support to BA Volunteers and Staff
- Building of capacity of volunteers to lead task and run public events
- Encouraging active volunteering from a more diverse range of people
- Sustaining an active and improving Volunteer Service

- 3.2 It is important to note that during the Financial year 2015-16, 16,000 hours were given to the Broads Authority by 170 volunteers and work experience students. 60 different activities covering a range of tasks such as litter picking, patrolling the waterways, assisting with events, invasive species control and monitoring, TIC repairs and vessel repairs.

- 3.3 Of this total amount. 300 hours were provided to the Education Officer helping with schools work and 380 hours supporting Broads Authority led events. 58 Ranger volunteers contributed 2850 hours to patrolling the waterways and an additional 100 hours removing obstructions from the rivers. Volunteers helped with the Dark Skies survey which has helped to underpin the emerging Local Plan policy. The newest volunteer role established this year (2016) is the Winter Practical Volunteers who were taken on to help with fen vegetation management and contributed 600 hours between October and December 2016.

4 Resource Implications

- 4.1 The issue of resources is a key consideration in both strategies. Current resources for both services are very low although the demand on the services from both inside and outside of the Broads Authority is very high. There is also a high degree of ambition contained in both strategies with the potential positive impacts of increased capacity on the ground being significant. There will be a need with any strategy to balance ambition against capacity however there will be opportunities through the LPS to develop capacity in the shorter term but further external resources and funding are a necessity for longer term delivery.

5 Summary

- 5.1 Both strategies are currently in draft form in Appendices 1 and 2. Members' comments on the draft strategies are welcomed prior to them being circulated more widely for comments for key interests.

Background papers:	Nil
Author:	Andrea Long, Maria Conti, Nick Sanderson, Beth Williams
Date of Report:	30 December 2016
Broads Plan Objectives:	Multiple
Appendices:	APPENDIX 1 - Draft Education Strategy APPENDIX 2 - Draft Volunteer Strategy

Education Strategy for the Broads 2017-22

Draft January 2017



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(Draft) Education Strategy for the Broads 2017-22

Strategic aim

The Education Strategy for the Broads 2017-22 refreshes the 2012-16 strategy and provides a framework for formal environmental education and wider outreach activity 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 2017-22, including the long-term aim for 'supporting, connecting and inspiring people', 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 Park, 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 help them to connect, or perhaps reconnect, with the special natural environment on their doorstep.

A wealth of evidence highlights the many benefits people, particularly children and young people, get 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, 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. In recent years, within the context of increasingly limited resources, the Authority and its partners have been directing their efforts where they will have most beneficial impact and where they can be sustained as part of 'lifelong learning' for young people.

A long-term goal for the Broads Authority is that every child in the Broads should have 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, relaxation, health and wellbeing. However, a lack of physical or cultural access, information or simply motivation means many more people feel disconnected from the special landscape on their doorstep and the opportunities it offers. Outreach, particularly 'hands on' learning opportunities 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 Education Strategy (2012-16). Key achievements were:

- 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 HLF Broads Landscape Partnership Scheme
- Provision of 3 BA Visitor Centres, 2 Yacht Stations and a staffed quay (300,000+ public contacts made)
- 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 HLF 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 proactive and entry level/try it out activities to promote health and wellbeing (including 'go the extra mile', green gym)
- Offer volunteering opportunities (incl. LPS programmes Young Rangers/People Engagement)
- Improve the capacity of the BA and partner organisations within BEEN to develop and run Broads educational activities (through mainstream formal education)
- Develop and run extra-curriculum activities and award schemes for young people, including disadvantaged groups



Over the next five years, we aim to resource and offer activities within the formal education structure and across 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 has a wide ranging role as facilitator, coordinator, advisor and provider of formal environmental education and wider outreach activity within the Broads. In doing this, they are supported by a wide range of partners in the Broads Environmental Education Network (see Appendix 2) 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 Broads 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, the Communications Team, and the Volunteer Coordinator and BA volunteers.

There are more than 30 organisations in the Broads Environmental Education Network (BEEN) offering Broads-themed educational opportunities to schoolchildren and other groups of young people (see Appendix 1). In a recent survey (Defra 2013), it was estimated that 50,000 educational days a year are delivered by BEEN member organisations throughout the Broads National Park.

As already noted, our limited in-house educational resources - both financial and staffing - have to be targeted very carefully. At the same time, we want to be able to build and develop our capacity to help us continue to offer more high quality learning opportunities and experiences in the Broads. While the Authority has a strong central role as a facilitator, advisor and conduit for other education providers working in the Broads, it also needs to retain a front line presence in education provision, and both of these areas need support.

There are a number of ways to increase resources, and some of these are identified in the 5-year 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 learning, and the Authority's Volunteer Strategy 2017-22 has been produced alongside the Education Strategy showing crosslinks between the two services. We will also investigate potential opportunities to improve the level of dedicated in-house staffing and funding resources for the Education service.

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Table 1: Education Strategy for the Broads 2017-22

A: 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 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) (Links to Volunteer Strategy action 1.1)	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 this 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 ¹ ; 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 partners	From Sept 2017 ongoing	

¹ Indices of Multiple Deprivation (IMD) provide measures of different types of deprivation in areas of England

		<i>Other actions: Organisations within Broads Environmental Education Network will 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 opportunities within appropriate aspects of the BA's work, including 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. (Links to Broads Volunteer Strategy action 3.1.1)	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> TBC through 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	BA Ed Officer/ BA Vol Coordinator/	From 2018 ongoing	

		Days/Broads Awards/Broads Young Rangers) <u>Target:</u> 10 young volunteer places p.a. <i>(Links to Broads Volunteer Strategy action 3.1.1)</i>	LPS partners/ BEEN partners		
		<i>Other actions: Organisations within Broads Environmental Education Network will also run volunteering activities, incl. NWT Wildlife WATCH awards programmes and apprenticeships</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 are gaining 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> TBC	BA Ed Officer/ BA Volunteer Coordinator	From 2018 ongoing	
A4	Run and support wider 'hands on' initiatives that aim to improve the health and wellbeing of young people, particularly those from disadvantaged backgrounds	4.1 Offer opportunities for schools and other groups to participate in 'Forest School' activities within the Broads, through working with partner organisations to support training needs, draw down additional funding and access suitable sites to run events <u>Target:</u> TBC	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, including county-led 'One Life' health programmes</i>	Partners	From 2017 ongoing	

B: Formal 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. <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	
		<u>Other actions:</u> Other BEEN organisations will produce educational materials in a range of	BEEN partners	From 2017 ongoing	

		<i>formats that can contribute to Broads educational resource materials.</i>			
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 hear 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	BA Ed Officer/ LPS partners/	From 2019	.

		educational ideas and opportunities <u>Target:</u> Annual or biennial event in place by 2019	BEEN partners		
		<i>Other actions: 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> TBC	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 (LOT) 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> TBC	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

	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> TBC	BA/LPS partners/ BEEN partners and other organisations	2018	programme
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C: Improved resource capacity

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> TBC <i>(Links to Broads Volunteer Strategy section 4)</i>	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> TBC	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

C11	Train and guide trainee teachers to support the delivery of Broads education programmes and Broads focused community events	11.1 Working with UEA teacher training students, implement Broads Landscape Partnership Scheme programme 3B: Discovering the Landscape and programme 3C: Activating Enthusiasm <u>Target:</u> 25 schools activity days p.a. delivered through Broads LPS.	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
C12	Establish and offer professional development training to teaching staff within Norfolk and Suffolk schools to enable them to lead Broads education programme delivery	12.1 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 <u>Target:</u> 2 training days p.a.	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
		12.2 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) <u>Target:</u> 5 new trained Broads Ambassadors p.a.	BA Ed Officer/ LPS partners	From 2019 ongoing	

Appendix 1 – List of BEEN partners and their roles

To be updated and appended

Appendix 2 – Glossary of terms

BEEN	Broads Environmental Education Network: The network of organisations providing environmental or outdoor learning opportunities within the Broads. See Appendix 1 for members.
Broads Ambassadors	Teachers or other school staff who will 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 partnership strategy for the Broads National Park. It is reviewed and refreshed every five years.
LPS	HLF funded Landscape Partnership Scheme “Water Mills and Marshes”
Outreach	A visit by the Broads Authority or BEEN organisation to a school, college or community to promote the Broads
Roadshow	A programmed (day or half day) visit to a school or college with a set of Broads’ related activities; could be run by BA staff or volunteers, or by external organisations.

Broads Authority

Draft Volunteer Strategy for the Broads 2017-22 (action tables only)**Summary of objectives and actions**

Objective 1: Provide practical training and support to all BA volunteers and supervisory staff in an up-to-date, effective, efficient and fair way
1.1. Review all current BA volunteer training programmes and identify additional training needs and best practice, using comparisons with other NPAs/ relevant organisations.
1.2.1 Review, update and run core training programme for new volunteers in line with BA policy and procedure.
1.2.2 Deliver tailored Health and Safety training to all volunteers and refresh training programme on 3-year cycle.
1.3 Identify and develop links with external partners and other mechanisms to increase the level of training offered to BA volunteers, including the feasibility of a 'volunteer training hub'.
1.4.1 Develop and run training programme for BA staff to enable them to supervise volunteers in a confident and safe manner.
1.4.2 Develop and run training programme for BA staff to enable them to supervise volunteers with particular needs/ circumstances, in a confident and safe manner
1.5 Explore and promote volunteer shadowing exchange programmes with other NPs and similar organisations.
Objective 2: Build the capacity of volunteers to lead tasks and run public events and activities on behalf of the Broads Authority
2.1 Develop BA Volunteer Leader and Trainer roles to assist staff, including:
2.1.1 Review and update Volunteer Leader role in line with identified needs and expectations of supported staff.
2.1.2 Investigate cost and identify funding to develop and run a Volunteer Leader training programme
2.1.3 Recruit, train and deploy Volunteer Leaders to assist the BA Ops Technicians, with expansion to other teams after a trial period.
2.1.4 Investigate feasibility of Volunteer Trainer role and how it meets the needs and expectations of supported staff.
2.1.5 Recruit, train and deploy Volunteer Trainers to assist the Volunteer Coordinator and CME supervisors, with expansion to other teams after a trial period.
2.2.1 Run processes to provide training and supporting resources to volunteers to enable them to represent the BA at public events without direct BA supervision
2.2.2 Produce events resource packs targeted to specific events, including teaching resource packs, for use by volunteers
2.3 Develop Visitor Service volunteer role and recruitment processes, including the production of a clear role description for Visitor Service Volunteer (TICs, Yacht Stations and Reedham) and a role description for site specific volunteers to work with visitor service staff to maintain specific sites.

2.4.1 Develop and run training programmes to enable volunteers to engage directly with school children without direct supervision.
2.4.2 Put measures in place to enable volunteers to help research, produce and run Broads Curriculum activities
2.5 Develop a revised modular BA training programme incorporating training for Ranger volunteers
Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues
3.1.2 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience Days/Broads Awards/Broads Young Rangers)
3.1.2 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers
3.1.3 Develop and maintain links between BA and local schools and colleges to offer work experience opportunities within appropriate aspects of the BA's work, including regular work placements throughout the year.
3.2.1 Develop and run volunteering opportunities for families
3.2.2 Create and run volunteering training programme linked to responsibility for specific locations, e.g. section of woods or path to monitor and maintain – condition monitoring, bug surveys, light vegetation management, public engagement, etc.
3.3 Identify initiatives and resources through volunteering to support the delivery of specific objectives e.g. health and wellbeing, e.g. Age UK walks, Green Gym, Healthy Walks, MIND, HMP Norwich
3.4 Develop site specific opportunities for volunteers to encourage local community engagement and sense of ownership and to increase accessibility to volunteering, by:
3.4.1 Identifying key sites that lend themselves to volunteer-led management/ maintenance
3.4.2 Recruiting and training local individuals to look after specific sites under the direction of BA teams e.g. Yacht stations, TICs
Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteering service into the long term
4.1 Review and quantify additional administrative support required to meet objectives within the Strategy
4.2 Develop and implement administrative processes that create a more coordinated and centrally managed volunteer training programme across all the BA's functions
4.3.1 Review volunteer travel and transport provision and need, and develop evidence and options to improve provision/access, making use of sustainable transport where possible
4.3.2 Alternative means of transport to volunteering sites are available to those volunteers who do not have access to their own transport
4.4 Identify and issue appropriate clothing and Personal Protective Equipment (PPE) to volunteers, including circumstances where appropriate clothing provision may be a barrier to volunteering
4.5 Carry out (internal and external) research, including surveys, literature reviews and interviews, on incentives and barriers to volunteering to help inform targeted/appropriate recruitment.

<p>4.6.1 Review and as necessary produce/update volunteer role descriptions and duties to improve the level and flexibility of volunteering opportunities and support to BA staff</p> <p>4.6.2 Develop a comprehensive electronic Volunteer Handbook to give volunteers a first point of reference for FAQ or basic information about the BA</p>
<p>4.7 Review and develop volunteer-facing communications systems to publicise volunteer programmes and acknowledge volunteers and their achievements to a wider audience, including:</p> <p>4.7.1 Develop and run recognition schemes and events for volunteers (incl. award schemes, celebration days, discounts at TICs) where appropriate</p> <p>4.7.2 Develop and implement a communications plan to publicise BA volunteers and their achievements, both within BA and to external audiences</p> <p>4.7.3 Put processes in place to encourage greater interaction /understanding between BA staff/members and volunteers</p>
<p>4.8 Investigate the feasibility of accreditation schemes for volunteers</p>
<p>4.9 Investigate and pursue potential sources of external funding, sponsorship and other support to run the BA volunteer service.</p>
<p>Objective 5: Deliver volunteer training and other commitments are delivered through Broads Landscape Partnership Scheme</p>
<p>Relevant actions from the Broads Landscape Partnership Scheme ('Water, Mills and Marshes') to be incorporated where appropriate, following discussion with the LPS Programme Manager.</p> <ul style="list-style-type: none"> • Floating classroom (out 6 days a week) - BA volunteers trained to skipper/crew floating classroom and deliver talks • Celebrating the Landscape (pop up events run by Volunteers) - BA volunteers trained to attend events and engage public • Medieval Chet Boat (4-5 volunteers per sailing) - BA volunteers trained to look after and sail Chet boat • Young Rangers Programme (10 young rangers per year) (see Section 3.1.2) • BA Volunteer Mill Curators (15 – 20 volunteers)

Draft Broads Volunteer Strategy 2017-22: Actions table

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

Ref	Actions	Results	Benefits	Resources	Timescales
1.1	Review all current BA volunteer training programmes and identify additional training needs and best practice, using comparisons with other NPAs/ relevant organisations.	Good quality volunteer training programmes are in place following up-to-date and relevant best practice	Volunteers carrying out their duties effectively and safely, in line with widespread and current best practice.	Volunteer Coordinator NPA Volunteer Coordinators	Oct 2017
1.2	1.2.1 Review, update and run core training programme for new volunteers in line with BA policy and procedure. 1.2.2 Deliver tailored Health and Safety training to all volunteers and refresh training programme on 3-year cycle.	New volunteers receive a clear understanding of their role, and are undertaking basic activities in a safe and competent manner and in accordance with BA policy and procedure Volunteers work to minimum health and safety standards in accordance with BA H&S policy and procedure.	New volunteers feeling confident and valued from the start of their experience, and acting as positive ambassadors for the BA and the Broads. Positive, productive and safe working environment for volunteers and the BA	Volunteer Coordinator BA: CME supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor Occupational Health and Safety Committee	1.2.1: From Oct 2017 1.2.2: Ongoing 3-yearly for each volunteer
1.3	Identify and develop links with external partners and other mechanisms to increase the level of training offered to BA volunteers, including the feasibility of a 'volunteer training hub'.	Volunteers are receiving appropriate role training from a range of experienced and specialist providers	Improved connections between BA and external partners and stakeholders More resources available training more volunteers and supporting BA teams Advanced knowledge and career opportunities for volunteers	Volunteer Coordinator NPA Volunteer Coordinators Stakeholders and other key organisations	2019

Ref	Actions	Results	Benefits	Resources	Timescales
1.4	<p>1.4.1 Develop and run training programme for BA staff to enable them to supervise volunteers in a confident and safe manner</p> <p>1.4.2 Develop and run training programme for BA staff to enable them to supervise volunteers with particular needs/ circumstances, in a confident and safe manner</p> <p><i>Target: All staff working with volunteers to receive training once every three years</i></p>	<p>All staff supervising volunteers have the necessary skills to supervise a range of volunteers on a regular basis and in a confident and safe manner.</p> <p>Relevant BA staff are working competently and safely with volunteers with particular needs (e.g. adults at risk) or in particular circumstances (e.g. large groups, out of normal working hours)</p>	<p>Increased flexibility within BA work programmes and staff deployments to tasks.</p> <p>Increased volunteering opportunities for individuals requiring support, improving their life skills, health and wellbeing, and career opportunities</p>	<p>BA CME supervisors, Visitor Service Supervisor , Deputy Head Rangers, HR Supervisors</p> <p>Wellbeing</p>	From 2017
1.5	Explore and promote volunteer shadowing exchange programmes with other NPs and similar organisations.	BA volunteers are taking up opportunities to gain experience and develop their roles through shadowing other NPA/ organisational volunteers	Increased knowledge, skills and interest for volunteers based on best practice from other NPs and similar organisations	<p>Volunteer Coordinator</p> <p>Volunteer focus group</p>	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	Actions	Results	Benefits	Resources	Timescales
2.1	<p>Develop BA Volunteer Leader and Trainer roles to assist staff, including:</p> <p>2.1.1 Review and update Volunteer Leader role in line with identified needs and expectations of supported staff.</p> <p>2.1.2 Investigate cost and identify funding to develop and run a Volunteer Leader training programme</p> <p>2.1.3 Recruit, train and deploy Volunteer Leaders to assist the BA Ops Technicians, with expansion to other teams after a trial period.</p> <p><i>Target: 4 trained and active volunteer leaders supporting staff by Jan 2019</i></p> <p>2.1.4 Investigate feasibility of Volunteer Trainer role and how it meets the needs and expectations of supported staff.</p> <p>2.1.5 Recruit, train and deploy Volunteer Trainers to assist the Volunteer Coordinator and CME supervisors, with expansion to other teams after a trial period.</p>	<p>Volunteer leaders and trainers are supporting the work of staff, enabling staff to focus on supervising, training and working with volunteers with particular needs</p> <p>Volunteer Leaders are available to supervise volunteering in non-standard work hours</p> <p>Staff are able to apply more flexibility in approaching their work programmes</p>	<p>Improved quality of training to volunteers and enhanced sense of responsibility and role development for leaders</p> <p>Greater integration between different types of volunteers and BA teams</p> <p>More volunteering opportunities available for people who work at evenings and weekends, and more ad hoc volunteering for those unable to commit to regular volunteering</p> <p>Greater volunteer resource capacity for BA</p>	<p>Volunteer Coordinator</p> <p>BA: CME supervisors, Education Officer</p> <p>External trainer support</p>	<p>2.1.1: Mar 2017</p> <p>2.1.2 : Oct 2017</p> <p>2.1.3: Will be dependent on 2.1.2</p> <p>2.1.4: Apr 2018</p> <p>2.1.5: Will be dependent on 2.1.4</p>

	<i>Target: 2 Volunteer Trainers delivering training to volunteers by 2021</i>				
2.2	<p>2.2.1 Run processes to provide training and supporting resources to volunteers to enable them to represent the BA at public events without direct BA supervision</p> <p><i>Target: BA Events Volunteers representing BA at 4 public events p.a.</i></p> <p>2.2.2 Produce events resource packs targeted to specific events, including teaching resource packs, for use by volunteers</p>	Trained and adequately resourced volunteers are representing the BA at public events without the need for BA staff attendance.	<p>Enhanced level of resource for BA through volunteers acting as front line ambassadors</p> <p>Profile of BA and Broads enhanced through greater direct public engagement</p>	<p>Volunteer Coordinator</p> <p>Education Officer</p> <p>LPS?</p> <p>External training provider?</p>	<p>In conjunction with BA Education Strategy</p> <p>2019</p> <p>2018</p>
2.3	<p>Develop Visitor Service volunteer role and recruitment processes, including production of a role description for Visitor Service Volunteer (TICs, Yacht Stations and Reedham) and for site specific volunteers to work with visitor service staff to maintain specific sites.</p> <p><i>Target: 2 Visitor Service volunteers supporting staff during peak summer season</i></p>	Volunteers are supporting BA staff at peak periods and at specific locations, including maintenance duties and provision of visitor information.	<p>Improved visitor experience through more direct communication and support with BA representatives</p> <p>Greater visitor safety</p> <p>Potential new resource of well-trained individuals for recruitment to BA staff roles (succession planning)</p> <p>Increased flexibility within the Visitor Service Team during peak visitor season</p>	BA Visitor Services Supervisor , supported by Volunteer Coordinator	TBC w/ Visitor Services team Autumn 2017 - Spring 2018
2.4	2.4.1 Develop and run training programmes to enable volunteers to engage directly with school	Trained and resourced volunteers are helping Broads Environmental Education Network and schools to produce and	Increased knowledge of, and interest in, the Broads and the BA by school	Volunteer Coordinator	In conjunction with BA Education

	<p>children without direct supervision.</p> <p>2.4.2 Put measures in place to enable volunteers to help research, produce and run Broads Curriculum activities (Ref.; Broads Education Strategy 5.3 & 6.4)</p> <p><i>Target: 2 Education Volunteers delivering Broads Curriculum to schools</i></p>	<p>deliver Broads Curriculum materials and activities.</p> <p>Students, teachers and education providers are able to access tailored, up-to-date Broads curriculum materials and related learning materials</p>	<p>children, and by the volunteers.</p> <p>Increased capacity and flexibility for BA Education Officer to deliver more education events</p>	<p>Education Officer</p> <p>BEEN</p> <p>LPS</p>	<p>Strategy</p> <p>2021</p>
2.5	<p>Develop a revised modular BA training programme incorporating training for Ranger volunteers</p> <p><i>Target: All volunteers trained through module based training programme to standardised levels of competency and capability.</i></p>	<p>New volunteers are undertaking training required to support the Ranger Teams</p> <p>Trained volunteers are providing an effective, tailored resource for the Ranger Teams</p> <p>Non-Ranger volunteers are able to assist the Ranger Teams (e.g. practical volunteers helping with winter tree management)</p>	<p>Improved efficiency and equality across BA volunteer training programmes</p> <p>Increased capacity for BA Ranger teams</p> <p>More variety creating more volunteer interest, engagement and likely retention</p> <p>Potential source of well-trained individuals for recruitment to BA staff roles (succession planning)</p>	<p>Deputy Head Rangers</p> <p>Volunteer Coordinator</p> <p>Rangers & CME supervisors</p>	<p>2017/2018</p> <p>2019</p>

Objective 3: Encourage active volunteering from a more diverse range of people, particularly young people and those with disabilities or health-related issues (links with Ref A2 in Broads Education Strategy 2017–2022)

Ref	Actions	Results	Benefits	Resources	Timescales
3.1	<p>3.1.1 Develop and promote more Broads-based volunteering opportunities for young people (incl. clear progression pathway from Experience Days/Broads Awards/Broads Young Rangers)</p> <p><i>(Ref. Broads Education Strategy 2.5. <u>Target</u> 10 young people as volunteers per annum)</i></p> <p>3.1.2 Create and offer skills training, volunteering and award opportunities through Broads Landscape Partnership Scheme programme 3D: Broads Young Rangers</p> <p><i>(Ref. Broads Education Strategy 2.3. <u>Target</u> - 12 youth ranger training places)</i></p> <p>3.1.3 Develop and maintain links between BA and local schools and colleges to offer work experience opportunities within appropriate aspects of the BA's work, including regular work placements throughout the year.</p> <p><i><u>Target</u>: Four 16+ year old placements p.a.</i></p>	<p>Local young people are gaining new vocational and life skills, work experience, and meeting new people</p> <p>Young people are taking part in outdoor activities through Young Ranger programme</p>	<p>Better engagement with young people, improved career and social skills and knowledge, better awareness of the natural environment</p> <p>Improved succession planning for volunteer service</p>	<p>Education Officer and Volunteer coordinator</p> <p>Young Ranger Pilot Scheme: Education Officer & Volunteer Coordinator & Ranger Team</p>	<p>From 2018</p> <p>Meeting Jan 2017, rollout of pilot scheme May 2017</p> <p>Sept 2017</p>

	(Ref. Broads Education Strategy 2.1. <u>Target 20</u> placement p.a.)				
3.2	<p>3.2.1 Develop and run volunteering opportunities for families</p> <p>3.2.2 Create and run volunteering training programme linked to responsibility for specific locations, e.g. section of woods or path to monitor and maintain – condition monitoring, bug surveys, light vegetation management, public engagement, etc.</p>	<p>More family groups are taking part in volunteering activities</p> <p>People are volunteering in regular activities in specific locations, taking responsibility for those areas</p>	<p>Greater level of interest and variety for volunteers</p> <p>Happier, healthier family units in the local community having fun together, and building a lifelong interest in volunteering and the Broads</p> <p>Improved recruitment and retention levels</p>	<p>Volunteer Coordinator</p> <p>Education Officer</p> <p>Volunteer Leaders</p> <p>Ranger Team</p>	<p>From 2018 (in part dependent on 3.1.1)</p>
3.3	<p>Identify initiatives and resources through volunteering to support the delivery of specific objectives e.g. health and wellbeing, e.g. Age UK walks, Green Gym, Healthy Walks, MIND, HMP Norwich</p>	<p>BA volunteers are helping to run activities (generally run by external groups and organisations) aimed at improving the health and wellbeing of target groups</p>	<p>Increased accessibility to supported outdoors activities, helping to improve peoples' health and wellbeing</p>	<p>Volunteer Coordinator</p> <p>Volunteer Leaders</p> <p>AgeUK, TCV, MIND, NCC, etc.</p>	<p>From 2018</p>

3.4	<p>Develop site-specific opportunities for volunteers to encourage local community engagement and sense of ownership and to increase accessibility to volunteering, by:</p> <p>3.4.1 Identifying key sites that lend themselves to volunteer-led management/ maintenance</p> <p>3.4.2 Recruiting and training local individuals to look after specific sites under the direction of BA teams e.g. Yacht stations, TICs</p>	<p>More volunteers are based at/near to specific sites close to their communities, and are taking 'ownership' for regular maintenance and checks at those sites.</p>	<p>Reduction in number of people unable to volunteer because of lack of transport</p> <p>Enhanced sense of community ownership and identity for volunteers</p> <p>Greater community engagement</p>	<p>Volunteer Coordinator</p> <p>Ranger Team</p> <p>Visitor Services</p> <p>Volunteer Leaders and Volunteer Trainers</p>	<p>2017</p> <p>On-going</p> <p>2018</p>
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Objective 4: Increase the Broads Authority's capacity to sustain an active and improving volunteering service into the long term

Ref	Actions	Results	Benefits	Resources	Timescales
4.1	<p>Review and quantify additional administrative support required to meet objectives within the Strategy</p>	<p>Actions are being put in place to increase the level of administrative support available to the BA Volunteer Service</p> <p>Additional administrative support is providing greater flexibility and a more reactive service in the day-to-day support of volunteers and staff</p> <p>Increased support is available to staff who supervise volunteers</p>	<p>Higher levels of volunteer recruitment and retention</p> <p>Volunteers feeling more valued, leading to greater retention and positive public status</p> <p>Staff feeling more confident and positive about supervising volunteers</p>	<p>Volunteer Coordinator</p> <p>Consultation with: BA Volunteer Admin Officer, Comms Team, Ranger Team, Management</p>	<p>2017/2018</p>

4.2	Develop and implement administrative processes that create a more coordinated and centrally managed volunteer training programme across all the BA's functions	A central point of control is being used to coordinate the administration of all volunteer training and support requirements.	<p>Reduced duplication of training effort creating a more effective, efficient and fair system</p> <p>Clearer understanding of the skills held overall by the volunteer resource</p> <p>Improved quality of training to volunteers</p> <p>Greater integration between different types of volunteers and different BA teams</p>	<p>Volunteer Coordinator</p> <p>Consultation with: BA CME Supervisors, Deputy Rangers, Education Officer, Visitor Service Supervisor</p>	Dec 2017
4.3	<p>4.3.1 Review volunteer travel and transport provision and need, and develop evidence and options to improve provision/ access, making use of sustainable transport where possible</p> <p>4.3.2 Alternative means of transport to volunteering sites are available to those volunteers who do not have access to their own transport</p>	<p>Processes are in place to help volunteers get to and from work sites in an easy and time/cost effective way, including those without access to their own transport</p> <p>Projects and initiatives are in place enabling individuals to volunteer locally to where they live.</p>	<p>More people volunteering through improved access to travel and transport options</p> <p>More sustainable methods of transport being used</p>	<p>Volunteer Coordinator</p> <p>BA Operation Technicians, Rangers, Volunteers</p>	<p>2018</p> <p>2019</p>
4.4	Identify and issue appropriate clothing and Personal Protective Equipment (PPE) to volunteers, including circumstances where appropriate clothing provision may be a barrier to volunteering	Volunteers have the clothing and PPE they need to carry out their duties	<p>Positive, productive and safe experience for volunteers</p> <p>Volunteers not prevented from taking part by lack of appropriate clothing</p>	Volunteer Coordinator, staff supervising volunteers, Volunteer Leaders and Trainers	Ongoing

			Decreased risk of personal injury		
4.5	Carry out (internal and external) research, including surveys, literature reviews and interviews, on incentives and barriers to volunteering to help inform targeted/appropriate recruitment.	The BA is able to run tailored volunteer recruitment and retention processes that enable a wider range of people to take up volunteering opportunities	Wider inclusion and variety within volunteer service BA able to rely on new volunteers being available when required to support the service	Volunteer Coordinator Consultation with: Volunteers, CME Supervisors, Deputy Rangers, Education Officer, Visitor Services Supervisor	From 2018
4.6	<p>4.6.1 Review and as necessary produce/update volunteer role descriptions and duties to improve the level and flexibility of volunteering opportunities and support to BA staff</p> <p><i>Target: All volunteer role descriptions reviewed annually</i></p> <p>4.6.2 Develop a comprehensive electronic Volunteer Handbook to give volunteers a first point of reference for FAQ or basic information about the BA</p>	<p>Volunteers are supporting the work of the BA in a range of areas and have more flexibility of choice in duties, hours, etc.</p> <p>Volunteers have a comprehensive first point of reference for information and advice about their role, responsibilities and opportunities, processes and procedures as a BA volunteer.</p>	<p>Increased efficiency and equality in the training programme and greater opportunities available to volunteers, helping recruitment and retention</p> <p>Increased resource capacity for BA teams</p> <p>Increase staff time by having independent volunteers</p>	<p>Volunteer Coordinator</p> <p>Consultation with staff who supervise volunteers</p>	<p>Ongoing</p> <p>Spring 2018</p>
4.7	Review and develop volunteer-facing communications systems to publicise volunteer programmes and acknowledge volunteers and their achievements to a wider audience, including:	<p>People are finding out about, and signing up to, volunteering activities in the Broads</p> <p>Volunteers are being recognised and rewarded for their contribution to looking after the Broads</p>	<p>Increased public profile for the BA volunteer service</p> <p>Volunteers feeling properly valued and more likely to continue volunteering</p> <p>Better understanding</p>	<p>Volunteer Coordinator</p> <p>Communications Team</p> <p>Consultation with volunteers and</p>	Evolving from 2017/2018

	<p>4.7.1 Develop and run recognition schemes and events for volunteers (incl. award schemes, celebration days, discounts at TICs) where appropriate</p> <p>4.7.2 Develop and implement a communications plan to publicise BA volunteers and their achievements, both within BA and to external audiences</p> <p>4.7.3 Put processes in place to encourage greater interaction /understanding between BA staff/members and volunteers</p>	BA members and staff are learning more about volunteer needs and opportunities, and vice versa	leading to enhanced opportunities for using volunteers to support the BA's work	other volunteer users	
4.8	Investigate the feasibility of accreditation schemes for volunteers	Additional incentives for volunteering are in place (perhaps in specific roles)	Greater sense of reward and diversity for volunteers, encouraging interest and retention	Volunteer coordinator	2019/2020
4.9	Investigate and pursue potential sources of external funding, sponsorship and other support to run the BA volunteer service.	Alerts are in place to potential opportunities for external support to provide new resources	<p>Increased resources for volunteer service</p> <p>Improved engagement with external bodies</p>	<p>Volunteer coordinator</p> <p>BA external funding support</p>	Ongoing

Objective 5: Volunteer training and other commitments are delivered through Broads Landscape Partnership Scheme

Relevant actions from the Broads Landscape Partnership Scheme ('Water, Mills and Marshes') to be incorporated where appropriate, following discussion with the LPS Programme Manager.

- Floating classroom (out 6 days a week) - BA volunteers trained to skipper/crew floating classroom and deliver talks
- Celebrating the Landscape (pop up events run by Volunteers) - BA volunteers trained to attend events and engage public
- Medieval Chet Boat (4-5 volunteers per sailing) - BA volunteers trained to look after and sail Chet boat
- Young Rangers Programme (10 young rangers per year) (see Section 3.1.2)
- BA Volunteer Mill Curators (15 – 20 volunteers)