

**REPORT OF DISCOVERY TEAM LEADER**

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**SUBJECT:  
DRAFT VOLUNTEER STRATEGY AND ACTION PLAN**

Purpose of Report

To provide Members with the opportunity to contribute to the draft PCNPA Volunteer Strategy and Action Plan

Introduction/Background

Pembrokeshire Coast National Park Authority is an organisation that is used to working with volunteers. Some elements of the Authority's core activity fit well with work that volunteers often wish to do and, evidence suggests, can achieve successfully. Whilst in some organisations volunteers are engaged at different levels and with a range of different tasks, at PCNPA volunteering tends to focus on practical conservation and estate management together with some involvement in the activities and events provided for visitors. However, based on available evidence and knowledge of the way some other National Park Authorities have developed the role of volunteers in their organisation it seems that there are likely to be opportunities to expand and develop the role of volunteers at PCNPA.

The Strategy sets out to define the Authority's future direction in providing opportunities for volunteering in the National Park. It takes account of good practice in this area of activity, provides an analysis of various options and proposes a series of key objectives and related actions for PCNPA to develop its work with volunteers.

The draft strategy has been informed by consultation with a wide range of stakeholders including:

- Meetings with NPA staff: Meetings with selected groups of NPA staff provided an input into the development of the strategy at various stages, these included rangers and managers with experience of volunteer management.
- Meetings with volunteers: Meetings where held with volunteers from several groups, these included volunteer wardens, walk leader volunteers and activity leaders
- E-survey of NPA Workforce: A Survey Monkey 'e-survey' was undertaken to encourage contributions from the wider workforce of the National Park. Around 60 people provided a response to the survey

- E-survey for existing NPA volunteers: A Survey Monkey 'e-survey' was chosen as a useful way of reaching a wide group of people involved in volunteering for the National Park.

### Comparisons

It is estimated that 500,000 people in Wales are involved in formal volunteering with organisations and groups. According to the WCVA (Welsh Council for Voluntary Action), volunteers make a significant contribution, in unpaid hours, to the economy of Wales. It is estimated that every year volunteers contribute 191 million hours, which is worth £2.2 billion. This is equivalent to nearly 5 per cent of Wales GDP (WCVA 2013). It is increasingly recognised that volunteering provides numerous other benefits for those involved. There are potential health and wellbeing benefits, whilst volunteering can also increase employability skills. Volunteering can be a very social activity for many, providing important connections and friendships in the context of group activity. Volunteering contributes to the health of local communities and provides an outlet for communities wishing to express a collective interest or desire to see work undertaken.

In Pembrokeshire there are a diverse range of opportunities available to those wishing to take part in voluntary activity. PAVS (Pembrokeshire Association of Voluntary Services) records around 200 registered voluntary organisations in the County, with each likely to be providing multiple opportunities. In addition, there are numerous other organisations and agencies providing opportunities for volunteers as part of their activity. There are no estimates of numbers of active volunteers across the county, but PAVS considers there to be around 500 volunteering opportunities through registered voluntary groups alone.

Given the high quality natural environment and associated heritage in Pembrokeshire it is unsurprising that numerous groups, organisations and agencies are engaged in volunteer supported activity in and around the National Park. These would include organisations such as the National Trust and Wildlife Trust for South and West Wales, but also smaller groups such as the Sea Trust and Friends of Pembrokeshire National Park.

### Volunteering in the UK's National Parks

All of the UK's National Parks provide opportunities for volunteering. However, the extent of volunteer involvement varies across the National Park family. The Lake District NPA, Dartmoor NPA and Brecon Beacons NPA for example, work with hundreds of volunteers each year. In the Lake District more than 400 volunteers currently contribute across a range of tasks.

Some National Parks are supported by 'friends' groups which are well established with infrastructures that support a great deal of volunteering.

- The Dartmoor Preservation Society contributed 800 volunteer work days to the conservation management of Dartmoor National Park in 2013.
- The friends of the Lake District provided 8,000 hours of volunteer input into the National Park.

For some National Parks the contributions of volunteers are much smaller, in the New Forest for example the number of volunteers involved directly with the NPA is relatively small, but much larger groups of volunteers are involved with the management of the National Park through other agencies including the Forestry Commission and the National Trust. New Forest National Park Authority takes a co-ordinating role in working with groups of volunteers.

### Options

Volunteers actively contribute to work across two service areas in the National Park, Park Delivery and Park Discovery, with limited volunteer input elsewhere in the organisation. Around 100 volunteers are involved in practical conservation work and in supporting the delivery of our activities and events. In addition, both individuals and groups have the opportunity to volunteer on an irregular basis for one off projects and through initiatives such as the Princes Trust.

Other organisations provide volunteer input in to the management of the National Park from larger organisations such as the National Trust though to small voluntary and community groups like FERN (Freshwater East Reserve for Nature) group working on a single site in the Park

Whilst maintaining the existing volunteer service is clearly an option, PCNPA has no up to date cohesive view of volunteering and how it might be developed to become an even more effective tool in achieving conservation goals and promoting understanding. In addition the current PCNPA volunteering offer has not been designed with inclusivity in mind. The range of tasks and their locations is likely to limit the involvement of many potential volunteers.

The National Park encompasses many local communities and is accessible to a significant population in West Wales. In providing a range of positive volunteering experiences the National Park Authority can contribute to the lives of local people in many ways, providing skills useful for gaining employment, helping physical and mental wellbeing and improving the quality of local environment. Volunteering can also be social, contribute to a sense of personal worth and (perhaps most of all) be an enjoyable experience.

### Resource Implications

Resources are limited and so any expansion of our volunteering offer will need to be thought out carefully. Volunteers provide a resource in helping to achieve park purpose, but there will be management implications in developing this resource. We will also need to consider the perceived threat to the roles of paid staff in deploying greater numbers of volunteers.

Developing roles for volunteers to make them more inclusive and to involve wider sections of our communities will have wider benefits:

- Increasing skills for employability
- Establishing sustainable links with local communities in the National Park
- Contributing to the health and wellbeing of those involved in volunteering.

An option in increasing the contribution of volunteers to work in the National Park might be to develop partnerships/closer working relationships with other groups/

organisations around a volunteering agenda. The ability to tap in to a larger, sometimes more skilled volunteer workforce may create new opportunities to get work done and help increase the value of volunteer input across the Park.

#### Financial considerations

Allocated internal budgets that can be applied to the support, management, training and development of volunteers are limited. Rangers in the Delivery Team have small budgets to support the running of Volunteer Warden Teams (PPE, transport etc). Similar budgets exist in the Discovery Service and in particular within the Llanion based Discovery Team. However, allocations are small and cover only PPE and transport with little available for training, management and support.

Outside core budgets, projects such as Your Park and Walkability allocate funds to the training and support of volunteers, however funding is tied to specific objectives of the project and so the potential benefits (and beneficiaries) are limited.

There will be a cost to delivering the actions identified in the plan, however it is envisaged that this will be for the most part managed through a re-allocation of existing resources.

Increasing the numbers of volunteers does offer the opportunity to 'get more done', providing the service is managed correctly.

#### Risk considerations

The adoption and implementation of the strategy is likely to require minimal additional resources. There are likely to be training requirements for staff and volunteers and (over time) an increase in budgets to support volunteers, for example in providing PPE and paying travel costs where appropriate.

At present the lack of a PCNPA strategy for volunteering removes the impetus for change/improvement to the existing offer. An improved PCNPA volunteer service will contribute to outcomes identified by Welsh government, the NHS and by Pembrokeshire's Local Service Board (see below).

Although the demand for volunteering opportunities is not measured by PCNPA, anecdotal evidence suggests there is insufficient capacity at present to cope with demand.

#### Compliance

The National Park's Management Plan identifies the value of volunteering in helping to manage the National Park, its heritage and habitats, whilst the Pembrokeshire Coast National Park Authority's Corporate Plan sets out four improvement outcomes, which the National Park Authority (NPA) will work towards over the next few years. Volunteering is not referred explicitly here, but voluntary activity has the capacity to contribute to all of the defined outcomes.

## Table 1 Improvement Outcomes

### PCNPA Corporate Plan – improvement outcomes

- 1 – The landscape, environment and culture of the National Park are conserved for current and future generations.
- 2 – Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park.
- 3 – The work of the National Park Authority has a positive impact on the local economy and the well-being of residents and visitors to the National Park.
- 4 - The National Park Authority is recognised as meeting good practice standards in terms of governance, providing value for money and listening to the views of residents, visitors and partners.

The National Parks in Wales Social Inclusion & Child Poverty Strategy and Action Plan 2012-14 recognises that opportunities for volunteering are important in promoting inclusivity within National Parks. The strategy states that:

- NPA's should work with local communities to help them value the National Park and encourage them to be proactive in conserving it.
- NP facilities and services should be available to a wide audience including disabled people and/or poor health, ethnic minorities, disadvantaged communities, those on low incomes and young people. Central to this process will be the involvement of representative groups who can give a "lived experience" perspective.
- NPA's should contribute to reducing inequalities in participation in cultural, sporting and leisure activities between children and between parents of children.

Pembrokeshire's Single Integrated Plan (SIP), an overarching policy document produced by the County's Local Service Board (LSB), recognises the need to 'promote volunteering opportunities' across a range of policy areas from children and young people to environment, health and wellbeing. PCNPA is one of the local partners committed to delivering against the SIP.

The aims of the volunteer strategy support the aims of the National Principles for Public Engagement in Wales, which Pembrokeshire Coast National Park Authority signed up to in 2011.

### Human Rights/Equality issues

The Strategy proposes an inclusive volunteer service that promotes accessibility for a wide range of people to the benefits of volunteering.

### Biodiversity implications/Sustainability appraisal

Increased volunteer involvement in National Park management and the 'promotion of understanding', provides real opportunities to contribute towards the National Park's Management Plan benefitting biodiversity and the heritage of the area.

### Welsh Language statement

Consultation undertaken in developing this plan was undertaken in Welsh and English. Further consultation on the draft strategy will include a bilingual element.

We will aim to develop our offer to volunteers wishing to engage with the organisation through the medium of Welsh.

### Conclusion

Members are invited to contribute to the National Park Authority's Volunteer Strategy and Action Plan which aims to develop the organisations volunteering offer providing benefits for local people and contributing to park purpose.

### Recommendation

Members are requested to **COMMENT** on the document

### Background Documents

None

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# **Pembrokeshire Coast National Park Authority**

## **Volunteer Strategy and Action Plan**

(Draft - Version Feb 24<sup>th</sup> 2014)

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## 1. Introduction and overview

It is well understood that voluntary activity can make a significant contribution to caring for and managing the natural and built heritage. There is a long tradition of volunteering for work that benefits and engages with the natural world and there are numerous examples of good practice in this area(1). Environmental volunteering can involve a range of people from a wide variety of socio-economic backgrounds providing opportunities that bring conservation benefits, but also contribute to social cohesion, inclusion, economic regeneration, and the development of social capital.

Volunteers give time to numerous environmental projects in Wales, across the UK and further afield. In Pembrokeshire the National Park Authority (PCNPA) has successfully involved volunteers in its work since the Authority was established in 1952. At present volunteers contribute to practical work undertaken to manage the National Park and support National Park staff in their 'engagement work' with visitors and across local communities. In addition, the Friends of Pembrokeshire Coast National Park and other voluntary groups and organisations give volunteer time in undertaking a range of conservation, community and education work within the Park.

However, across the Authority and within the National Park there is no up to date cohesive view of volunteering and how it might be developed to become an even more effective tool in achieving conservation goals and promoting understanding. The National Park encompasses many local communities and is accessible to a significant population in West Wales. In providing a range of positive volunteering experiences the National Park Authority can contribute to the lives of local people in many ways, providing skills useful for gaining employment, helping physical and mental wellbeing and improving the quality of local environment. Volunteering can also be social, contribute to a sense of personal worth and (perhaps most of all) be an enjoyable experience.

## 2. Purpose and Vision

The strategy sets out to review the role of volunteers in the National Park in the context of both internal and external influences and bring about a more 'joined-up' approach in developing voluntary activity to bring sustainable benefits to the Park and its communities. Based on a critical assessment of PCNPA's current activity in this area, measured against good practice and taking account of extensive consultation, the strategy will put forward a series of key objectives supporting the vision identified below. An action plan will provide a clear indication of how we might achieve our vision for volunteering in Pembrokeshire Coast National Park. Materials will be produced to support the plan's objectives and enable actions to be achieved.

### 2.1 Our Vision:

***'We wish to develop a positive, involved and enthusiastic volunteer service that can support and work alongside Pembrokeshire Coast National Park Authority (and its partners) in caring for the National Park and which engages with local people and communities'.***

### 3. What's happening now?

Pembrokeshire Coast National Park Authority is an organisation that is used to working with volunteers. Many elements of the Authority's core activity fit well with work that volunteers often wish to do and, evidence suggests, can achieve successfully. Whilst in some organisations volunteers are engaged at different levels and with a range of different tasks, at PCNPA volunteering tends to focus on practical conservation and estate management together with supporting roles in delivering engagement activities provided for National Park visitors.

This section provides an analysis of how the Authority works with volunteers at present. It does this in response to a series of questions which are drawn from the quality indicators for the 'Investing in Volunteers' standard<sup>(1)</sup>.

**i. Can PCNPA demonstrate a commitment to the involvement of volunteers in its work, recognising throughout the organisation that volunteering is a two-way process, which benefits volunteers and the organisation?**

At present Pembrokeshire Coast National Park Authority have no strategic policy that relates to specifically to volunteering. However, the authority has over-arching strategic guidance that supports our work with volunteers.

The National Park's Management Plan identifies the value of volunteering in helping to manage the National Park, its heritage and habitats, whilst the Pembrokeshire Coast National Park Authority's Corporate Plan sets out four improvement outcomes, which the National Park Authority (NPA) will work towards over the next few years. All work or activity by our staff contributes to achieving one or more of the strategic outcomes. Volunteering is not referred explicitly here, but voluntary activity has the capacity to contribute to all of the defined outcomes.

**Table 1 Improvement Outcomes**

<b>PCNPA Corporate Plan – improvement outcomes</b>
1 – The landscape, environment and culture of the National Park are conserved for current and future generations.
2 – Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park.
3 – The work of the National Park Authority has a positive impact on the local economy and the well-being of residents and visitors to the National Park.
4 - The National Park Authority is recognised as meeting good practice standards in terms of governance, providing value for money and listening to the views of residents, visitors and partners.

The National Parks in Wales Social Inclusion & Child Poverty Strategy and Action Plan 2012-14 recognises that opportunities for volunteering are important in promoting inclusivity within National Parks. The strategy states that:

- NPA's should work with local communities to help them value the National Park and encourage them to be proactive in conserving it.
- NP facilities and services should be available to a wide audience including disabled people and/or poor health, ethnic minorities, disadvantaged communities, those on low incomes and young people. Central to this process will be the involvement of representative groups who can give a "lived experience" perspective.
- NPA's should contribute to reducing inequalities in participation in cultural, sporting and leisure activities between children and between parents of children.

<sup>1</sup> Investing in Volunteers is the UK quality standard for volunteer management. The Standard comprises of nine indicators of volunteer management best practice. (<http://iiv.investinginvolunteers.org.uk/images/stories/Investing-In-Volunteers/Documents/Other/The%20iiv%20Standard.pdf0>)

Pembrokeshire's Single Integrated Plan (SIP), an overarching policy document produced by the County's Local Service Board (LSB), recognises the need to 'promote volunteering opportunities' across a range of policy areas from children and young people to environment, health and wellbeing. PCNPA is one of the local partners committed to delivering against the SIP.

Volunteers actively contribute to work across two service areas in the National Park, Park Delivery and Park Discovery, but even within these areas involvement is limited to a few well defined narrow roles (see appendix). Elsewhere within the Authority the contribution of volunteers is limited.

Employees working at various levels have experience of work with volunteers, although few have this area of work identified in their job description. In general, volunteers are engaged to undertake specific duties or to fill a particular role. The benefits of volunteering are understood, but when roles are designed/identified these benefits are not given a high priority in developing the role.

In total around xx volunteering days are contributed to PCNPA work each year. There around 70 individual volunteers who regularly volunteer for the Authority.

**ii. Does PCNPA commit appropriate resources to volunteering, such as money, management, staff-time and materials?**

Whilst PCNPA has an officer, whose stated role includes that of 'volunteer co-ordinator' no one person in the Authority has oversight of all activity relating to volunteers and volunteering. Instead there are various officers spread across NPA whose role either includes a specific involvement with volunteering or whose responsibilities touch upon this area of work.

At present co-ordination of volunteering effort is limited in terms of recruitment, selection and support for volunteers. Within the authority there is some expertise/experience in terms of volunteer management, however this resource is not co-ordinated or supported by training programmes. It is intended that this document will indicate an appropriate framework for this within the authority.

Volunteering is discussed as a topic within various staff meetings, although this tends to be on an irregular basis. Discussion varies from issues around volunteer management to mechanisms for engaging specific groups of volunteers. There is no single forum for these discussions.

The organisation's annual plans/actions plans do include reference to volunteer engagement, however there is no specific focus for this. Volunteer involvement is measured across the authority in terms of 'number of volunteer days (Ffynnon, Welsh Government performance management system)

Allocated internal budgets that can be applied to the support, management, training and development of volunteers are limited. Rangers in the Delivery Team have small budgets to support the running of Volunteer Warden Teams (PPE, transport etc). Similar budgets exist in the Discovery Service and in particular within the Llanion based Discovery Team. However, allocations are small and cover only PPE and transport with little available for training, management and support.

Outside core budgets, projects such as Your Park and Walkability allocate funds to the training and support of volunteers, however funding is tied to specific objectives of the project and so the potential benefits (and beneficiaries) are limited.

**iii. Is the National Park Authority open to involving volunteers that reflect the diversity of the local community and actively seeks to do this in accordance with its stated aims?**

Whilst the organisation is open in principal to involving volunteers from a wide range of backgrounds and abilities, in practice we have limited opportunities to offer and do very little targeting of potential volunteers from

disadvantage groups. The existing volunteer workforce is drawn predominantly from a narrow range of socio-economic groups.

Some project delivery seeks to engage with volunteers from diverse backgrounds however it has proved difficult to sustain this activity outside project funding to date. In part this may be because projects have as yet not been able to embed their 'good practice' into the core work of the organisation.

Projects such as the CNP led Mosaic promote diversity amongst staff and volunteers in the organisation. The Your Park Project also plays a similar role locally, with participants (and volunteers) drawn from different backgrounds and communities in Pembrokeshire working alongside our staff and volunteers. Increasingly young people are being encouraged to become involved in the work of the authority, although at present this is on a relatively small scale. The Youth Rangers group provides a 'route in' for some young people wishing to become more engaged in our work. Looking further ahead the PCNPA is trying to establish a traineeship programme which (should funding be successful) will provide opportunities for those most likely to benefit to undertake training with the PCNPA workforce

For those wishing to volunteer for the National Park there is very little information available. This is partly a function of the limited opportunities for volunteering through PCNPA at present, but it might suggest to those interested that volunteering is not valued within the organisation. When opportunities do become available, their availability is not always communicated widely so that new audiences may be unaware of the chance to become involved.

Information about volunteering and getting involved with our work does not in general present images /descriptions of a diverse group of people being involved in this work. The diversity of the volunteer team is not at present monitored, with the exception of some of the targeted volunteering undertaken through projects such as Your Park.

**iv. Does the National Park Authority develop appropriate roles for volunteers in line with its aims, objectives and core values?**

At present we do not have a 'description' drawn-up for each volunteer role, however for some roles task descriptions do exist (See appendix). Existing descriptions do refer to the necessary skills, attitude, experience and availability needed to carry out the role, but there is no consistency in this approach at the moment.

The range of tasks made available for volunteers is limited predominantly to (none-technical) conservation management and supporting roles in the Authority's engagement activity. At present it is unlikely to attract a range of volunteers with different skills. There are exceptions to this, for example in the role of Youth rangers and in the recently established Volunteer Walk Leader programme, both of which provide opportunities for people with different skill sets.

Conservation management tasks are chosen to reflect the skills of the volunteer workforce and similarly the Authority can provide tailored activity for groups of volunteers, although this tends to be done on an infrequent (reactive) basis. Generally the providers of volunteer opportunities across the Authority are not pro-active in providing tasks that are adapted to suit the needs, abilities and interests of individual volunteers.

**v. Is PCNPA able to demonstrate that as far as possible volunteers are fairly recruited and have clear induction procedures?**

The recruitment process for volunteers is poorly defined at present with different staff/teams taking different approaches to recruitment and selection. Emerging good practice is to undertake short interviews with potential volunteers, but this does not happen in all cases and there is limited guidance available to staff in this respect.

The written information that the authority is able to provide to volunteers is limited. There is no information that reflects the organisations procedures for recruitment, selection and/or ongoing support. As already mentioned some tasks are matched by written descriptions which can be provided for people interested in specific roles. Whilst the personal details of volunteers are collected for health and safety purposes (in line with data protection legislation), no information is collected about the skill sets of volunteers and/or their motivation for volunteering with PCNPA.

Potential volunteers do receive feedback if their application is unsuccessful, however there is no protocol for this and the information provided is likely to be of an inconsistent quality. At present few individuals in this group are signposted to other organisations as appropriate. Often volunteers are given the opportunity to 'try out' a role before committing to volunteering on a more regular basis.

Where required volunteers are subject to the same checks and ongoing management and monitoring. For example, where a volunteer will be working with children and or vulnerable adults.

In other respects the policies and guidance associated with volunteer management are poorly developed and do not reflect best practice in this area. In some cases existing (more general) policy and guidance could be adapted to account for the needs of volunteers involved in the organisation. Examples might include induction, disciplinary and complaints procedures.

The availability for training for volunteers is patchy. All volunteers are provided with basic instruction in relation the undertaken their required duties, there is a significant amount of work based learning where volunteers develop new skills as part of their role. Some volunteers receive a significant amount of training in order to undertake their role. A good example of this is the Walk Leader volunteers who receive a minimum of 4 days training before they are viewed as competent to undertake the role. In general there is no co-ordinated approach to the provision of training for volunteers.

**vi. Can PCNPA demonstrate that when volunteering, individuals are protected from physical, financial and emotional harm and that account is taken of the varying support and supervision needs of volunteers?**

The Authority assesses the potential risk to volunteers when designing volunteer roles. It ensures that volunteers are competent to undertake their roles and there is ongoing monitoring to ensure this competency remains in place. However there is no Authority wide guidance in this area. PCNPA are covered by adequate insurance for the tasks volunteers undertake across the Authority.

Volunteers are aware that they able to claim out of pocket expenses, although in practice only a small number of our volunteers make regular claims for expenses.

One to one line management is not offered to volunteers on a regular basis, but volunteers can request meetings with line managers. Some groups of volunteer receive support in the form of 'briefing' sessions where a group of volunteers with similar roles are invited to meet and a range of issues and concerns are addressed in these forums.

At present we do not receive feedback from volunteers in any organised way outside the forums described above. There are no procedures in place to allow this to happen.

**vii. The whole organisation is aware of the need to give volunteers recognition for their contribution**

Across the organisation the contribution of volunteers is valued although this is not always reflected in the profile given to their contributions.

An annual volunteer's gathering is organised each year which brings together a number of park volunteers. Managers attend the event and ensure that volunteers are thanked for the work they have undertaken. Recognition of the contribution of specific groups of volunteers and individuals is also undertaken, at briefings, via

electronic communication and through the regularly produced volunteers newsletter. The newsletter includes content that tells the story of particular volunteer activity combined with topical and articles focussing on aspects of the National Park.

The Campaign for National Parks runs a national volunteer award scheme for those involved in volunteering across the 15 National Parks in the UK. Pembrokeshire Coast NPA aim to ensure at least one entry from the park and encourage a wide range of entries that are representative of our volunteering effort.

There is no effective mechanism for the wider involvement and engagement of volunteers in the work of the National Park. Whilst consultation is undertaken across a range of issues relating to the National Park there is no targeted consultation with volunteers except where the issue has direct relevance to their activity.

In general the organisation is not effective in developing the skills and talents of volunteers within their role or building on the existing experience of volunteers by applying them to tasks appropriate to their skill sets

Volunteers who leave the organisation, having made a regular commitment are offered a reference and/or other statement of their achievements on request. However we don't obtain feedback from volunteers leaving the organisation.

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#### 4. PCNPA’s objectives in involving volunteers

In determining our objectives as an organisation working with volunteers we must take account of our existing work in this area (Section 3). In addition the strategy’s objectives must also be informed by existing strategic guidance and policy, the views of stake holders and evidence of need.

**Table 2 Factors informing PCNPA’s objectives in working with volunteers**

Source	Evidence
Pembrokeshire Coast National Park Management Plan (PCNPA 2008)	<p>The plan explores “Quality of Life” across the National Park and recognises exclusion as a significant issue in accessing a range of services. It is suggested that the National Park can contribute to improving quality of life in many ways. An inclusive volunteer engagement programme could help in addressing many of the highlighted issues.</p> <p>Elsewhere in the plan, when the looking at the landscape, biodiversity, historical and cultural assets of the National Park it seems that effective engagement with local people as volunteers would be able to make a contribution to conservation in the National Park. Volunteering can also make a contribution to increased understanding of the National Park</p>
Pembrokeshire Coast National Park Improvement Plan (PCNPA Feb 2013)	<p>The document sets out PCNPA’s corporate priorities in the years ahead and sets specific targets for the National Park Authority (see Table 1). Volunteering is not referred explicitly in the 4 Improvement Outcomes, but voluntary activity has the capacity to contribute to all of the defined outcomes.</p> <p>Outcome 2 sets out to ensure “Residents and visitors from a wide range of backgrounds enjoy, appreciate and understand the National Park”. It highlights “The number of volunteers involved with National Park activities increases in both number and range of skills involved” as a measure of success against this outcome.</p>
Pembrokeshire Single Integrated Plan 2013-18 (Pembrokeshire Local Service Board 2013)	<p>Pembrokeshire’s Single Integrated Plan recognises a role for volunteers and volunteering in achieving positive outcomes for local people. Although there are few explicit references to volunteering, key outcomes such as those highlighted below provide opportunities for volunteer input</p> <ul style="list-style-type: none"> <li>• Children, young people and families have the opportunity to fulfil their learning potential and to live healthy and happy lives</li> <li>• People in Pembrokeshire enjoy an attractive, sustainable and diverse environment</li> </ul>
The National Parks in Wales Social Inclusion & Child Poverty Strategy and Action Plan 2012-14 (Pembrokeshire Coast, Snowdonia and Brecon Beacons NPA’s 2012)	<p>The Welsh National Parks Social Inclusion and Child Poverty Strategy and Action Plan (2012-14) recognises the value of voluntary activity in helping to ensure that National Parks are inclusive settings, providing opportunities for all. Many of the desired outcomes identified in the plan can be at least partly achieve through the involvement of volunteers in the National Park from “The National Park Authority working inclusively in local partnerships” to “Improving health outcomes for people through their use of the national Park”.</p>
Green volunteering in Wales: Building on good practice (WCVA 2012)	<p>The report identifies the benefits of green volunteering as:</p> <p>provide opportunities to try something new</p> <ul style="list-style-type: none"> <li>• Learning through getting involved</li> <li>• The opportunity to meet other people</li> <li>• Developing interpersonal skills and confidence</li> <li>• Collaborative interest in the outdoors</li> <li>• Increased wellbeing (physical, social and mental)</li> <li>• Increased skills and experience to develop employability</li> </ul>



	<p>The report also identifies barriers to involvement in ‘green volunteering’ which include:</p> <ul style="list-style-type: none"> <li>• The personal circumstances of a potential volunteer</li> <li>• Access needs</li> <li>• Health issues</li> <li>• Lack of confidence</li> <li>• Costs of getting involved</li> <li>• Fear of the outdoors/dislike of bad weather.</li> </ul> <p>The report highlights a number of case studies which reflect on good practice and how to overcome real and perceived barriers both for the organisation and the potential volunteer.</p>
<p>Volunteering and Forestry Commission Wales: Scope, opportunities, and Barriers (Forest Research 2014)</p>	<p>Provides a useful case study of an organisation already engaged involved in volunteering wishing to develop its offer in this area. One aspect of this is looking at organisational barriers to the development of volunteering. It suggests that the most significant barriers are “connected with clear policy steer, organisational resources and capacity”.</p>
<p>The National Principles for Public Engagement in Wales (Participation Cymru and TPAS Cymru, 2010)</p>	<p>Pembrokeshire Coast National Park Authority is signed up to the principles outlined below as a public body in Wales. The 10 principles set out a framework for communication, participation in a broad sense. Volunteering can be seen as part of this spectrum of engagement, where individuals are actively contributing in some way. The principles do suggest that the volunteer workforce might also be engaged in other ways with the work of the organisation.</p> <ol style="list-style-type: none"> <li>1. Engagement is effectively designed to make a difference,</li> <li>2. Encourage and enable everyone affected to be involved, if they so choose,</li> <li>3. Engagement is planned and delivered in a timely and appropriate way,</li> <li>4. Work with relevant partner organisations,</li> <li>5. The information provided will be jargon free, appropriate and understandable,</li> <li>6. Make it easier for people to take part,</li> <li>7. Enable people to take part effectively,</li> <li>8. Engagement is given the right resources and support to be effective,</li> <li>9. People are told the impact of their contribution,</li> <li>10. Learn and share lessons to improve the process of engagement</li> </ol>
<p>Together for Health (NHS Wales and Welsh Government, 2011)</p>	<p>There is no explicit reference to volunteering in this strategic document, however it is clear from a range of research sources that volunteering can make a positive contribution to the health and wellbeing of individuals in many ways, from providing respite (and assisting with recovery) from mental illness to helping rehabilitation following a physical illness/injury.</p> <p>Welsh Government ‘challenge’ public services to focus on how health can be improved through alignment of services. “Better health for all is not just about what the NHS does, but about work, the environment, leisure and family life”. Volunteering has a role to play in this respect.</p>
<p>PCNPA consultation with volunteers and workforce (Consultation undertaken to inform the strategy, 2013)</p>	<p>In order to gauge the views of those involved and/or with an interest in Pembrokeshire Coast National Park Authority’s approach to volunteering a wide ranging consultation exercise was undertaken. A more detailed analysis of the consultation undertaken with volunteers and the Authority’s workforce is given in the Annex to this strategy, below is a short summary of some of the key points:</p> <ul style="list-style-type: none"> <li>• There are resource implications to expanding our volunteer offer at PCNPA</li> </ul>



	<ul style="list-style-type: none"> <li>• There is concern that volunteers might take on roles/tasks at present undertaken by paid members of staff</li> <li>• Some existing volunteers are enthusiastic about taking on more responsibility</li> <li>• The skill sets of some existing volunteers are under-utilised in the tasks they carry out at present</li> <li>• A relatively high proportion of our existing staff have experience of working with volunteers</li> <li>• Only a handful of staff receive training in volunteer management</li> <li>• Some volunteers would welcome more involvement in developing roles</li> <li>• Delivery Plans/JD's do not always highlight work with volunteers as a priority/key responsibility</li> <li>• Across the organisation there is a view that the PCNPA workforce is able to deliver a high quality service and that volunteers may not always 'add value' to the work we undertake</li> <li>• Across the National Parks in the UK there are examples of good practice and staff with a range of skills, knowledge and experience in relation volunteers and volunteering</li> <li>• The Authority recognises the need to engage with communities and work in partnership in order to achieve the aims and objectives of the organisation. Voluntary activity has the potential to contribute significantly in this respect.</li> <li>• Pembrokeshire Coast National Park Authority has always recognised and valued the role of volunteers in contributing to the management of the National Park and promoting a wider understanding of its key features. However, the extent to which volunteers are engaged with the Authority's work is limited when compared to some National Parks in the UK.</li> <li>• The breadth of work undertaken by PCNPA provides many opportunities for volunteer input and support. Volunteers might be involved in: <ul style="list-style-type: none"> <li>➢ Practical estate/conservation management work</li> <li>➢ Engagement/learning activity</li> <li>➢ Visitor services</li> <li>➢ Ecological survey/data collection</li> <li>➢ Support services.</li> </ul> </li> </ul>
Additional factors	<ul style="list-style-type: none"> <li>• The localism and empowerment agenda will continue to empower communities to do things their way and diversify the supply of public services. Volunteering and voluntary activity will continue to be part of this agenda.</li> <li>• A role is evolving for National Parks that sees them and NPA's increasingly contributing to activity that benefits our most disadvantaged communities and individuals. Volunteering provides an opportunity for National Parks to be more inclusive, providing opportunities that contribute to the employability, health and wellbeing of individuals as well as developing key skills such as team working and communication.</li> <li>• Volunteering provides opportunities to develop partnership working with other groups and organisations actively engaging with volunteers in and around the National Park. Sharing the training and development of volunteers might be outcomes from this approach to developing our volunteering work.</li> </ul>

## 4.1 Our Objectives

The objectives outlined below address the Authority's vision to develop a positive, involved and enthusiastic volunteer service that can support and work alongside Pembrokeshire Coast National Park Authority (and its partners) in caring for the National Park and which engages with local people and communities. They take account of our existing work in this area and are informed by the evidence presented above.

### **Objective 1**

To be able to offer volunteering opportunities to a wider section of local people including those most likely to derive benefits from this activity.

### **Objective 2**

To be able to offer more volunteering opportunities across a wider range of National Park work.

### **Objective 3**

To develop, support and work with voluntary and community organisations in their work across the National Park.

### **Objective 4**

To develop an appropriate infrastructure for volunteer management that reflects good practice and maximises the value of our work in this area.

## 4.2 Objectives in detail

### **Objective 1**

**To be able to offer volunteering opportunities to a wider section of local people including those most likely to derive benefits from this activity.**

Volunteering can provide benefits to volunteers that are wide ranging (See above and the Annex to the report '*benefits of volunteering*'), but can include increased employability, improved health and wellbeing and social benefits. It is clear that the Pembrokeshire Coast National Park can be more inclusive in its work across a range of activity. Volunteering has the ability to reach out to a wider audience provided barriers to effective engagement are reduced through targeted use of resources, tailored opportunities, partnership working and greater understanding of the needs of local communities.

In order to ensure that we provide accessible opportunities for volunteering to as wider audience as is possible the strategy will need to take account of the social inclusion objectives of both the authority and partner organisations. In particular we should take account of the desired outcomes of Pembrokeshire's Single Integrated Plan locally and the work of Pembrokeshire Association of Voluntary Services (PAVS) as the recognised volunteering infrastructure organisation locally.

If we are to provide targeted volunteering opportunities for groups and individuals most likely to benefit we will need to consider how, when and where volunteering takes place in the National Park.

### **Objective 2**

**To be able to offer more volunteering opportunities across a wider range of National Park work.**

Whilst volunteers are already involved in a range of activity across the National Park, in relative terms the numbers of individuals involved is small. Many NP volunteers undertake more than one task, for example, a number of the Volunteer Wardens also lead or assist with engagement activities. Whilst in some areas it appears that suitable tasks for volunteers are limited, we know that across the National Park, working in partnerships and involving volunteers in new areas of activity (for example work contributing towards adaptation and mitigation of the effects of climate change), there is likely to be increased capacity for volunteering within the National Park and for PCNPA going forward. We will need to identify and map these opportunities and consider the resource implications of providing them. 'More volunteers require more support'. The strategy needs to highlight training requirement for those managing volunteers and establish staff and volunteer supervisory structures that maximise the resources we have available.

From the outset we need to provide reassurance that more volunteers engaged in activity around the National Park does not have a direct impact on paid employment opportunities within the Authority. This is important as this is a concern voiced regularly by existing staff. More volunteers will result in more work done to project and enhance the park's heritage and engage people with the opportunities it provides.

The potential for collaboration and partnership in terms of working with volunteers should be explored locally. At least two other organisations, the National Trust and The Wildlife Trust for South and West Wales, engage volunteers in a wide range of work within the National Park.

### **Objective 3**

#### **To develop, support and work with voluntary and community organisations in their work across the National Park.**

The existing and potential contributions of volunteers working for other groups and organisations across the National Park needs to be more widely recognised. Opportunities to work with community groups to achieve shared goals need to be highlighted within PCNPA work plans. The potential for collaboration and partnership working with the voluntary sector should be considered as a viable option when assessing how PCNPA's work might be delivered.

National Park staff might be able to work alongside community/voluntary groups in project development/delivery or, in certain circumstances assist in setting-up a group, helping to identify honorary officers and supplying a suitable template for a group constitution for example. This situation might occur when PCNPA is engaged in community work to support park purpose and where there is local interest in setting-up a group to engage in work related to park purpose.

In the context of achieving this objective PAVS and PLANED can provide the support and advice required to ensure that links with the community and voluntary sector follow best practice and build on existing work in this area.

### **Objective 4**

#### **To develop an appropriate infrastructure for volunteer management that reflects good practice and maximises the value of our work in this area.**

Working with volunteers provides many benefits for an organisation and helps us address multiple outcomes in our work. However in order to improve the way we work with volunteers it seems likely that we will need to review the infrastructure that supports volunteer involvement. It's clear from consultation and the wealth of existing research that the benefits of volunteering can be significantly enhanced for both volunteers and organisation if good practice is adopted in terms of volunteer management. Areas for improvement might include, co-ordination across the organisation, working more effectively with others including providers of volunteer opportunities, identifying suitable roles, recruitment, support and management of volunteers, celebrating the role of volunteers.

## 5. Options

Here we provide an analysis of gaps in existing activity, when measured against strategic vision, stated objectives (above) and an assessment of where we might like to be in the future as an organisation.

**STRATEGIC VISION: ‘We wish to develop a positive, involved and enthusiastic volunteer service that can support and work alongside Pembrokeshire Coast National Park Authority (and its partners) in caring for the National Park and which engages with local people and communities’.**

### 5.1 Options analysis

In considering the how the National Park Authority might take forward its work on volunteering and with volunteers the following options have been highlighted:

Objective 1 - To be able to offer volunteering opportunities to a wider section of local people including those most likely to derive benefits from this activity	
OPTION	EVALUATION
Resourcing the provision of opportunities for volunteering with PCNPA. Re-target the existing resource to allow for the development of a more inclusive offer	<p>We have an existing pool of volunteers with the majority volunteering in their retirement. Turnover of volunteers is very low and consequently few new opportunities arise within the existing framework. Some individuals volunteers for several roles which also serves to limit recruitment of new volunteers.</p> <p>Within the limits of current capacity (for providing volunteering opportunities at PCNPA) it is difficult to envisage sufficient numbers of existing volunteers leaving to allow any discernable recruitment drive which targets a new audience of volunteers.</p> <p>There are exceptions to this. For example the Youth rangers programme is structured to allow young people to leave the programme after a year of involvement to allow a new cohort to be recruited.</p> <p>It would be possible to re-evaluate how we spend time on volunteer management, perhaps gradually re-aligning volunteer warden programme to develop a more inclusive offer.</p> <p>However, with the right kind of infrastructure for volunteering it may be possible to establish volunteer warden groups that are managed by competent Volunteer Leaders, this freeing up the time of rangers to develop new more inclusive opportunities.</p>
Explore options for offering bespoke volunteering opportunities for specific groups of beneficiaries with demonstrable outcomes for those involved.	<p>In order to develop volunteering opportunities that are accessible to ‘those most likely to derive benefits’ the Authority might need to consider developing bespoke opportunities.</p> <p>Providing these opportunities may be less effective in terms of delivering practical benefits, for example in terms of National Park management, however there can be significant outcomes for volunteers in providing these opportunities.</p> <p>Examples might include volunteering packages designed to provide defined levels of physical activity or volunteering geared towards up-skilling workless individuals.</p> <p>This type of volunteering provision is likely to be more expensive to deliver. Projects funding and partnership working might be considered.</p>

<p>Review how volunteers can contribute to the work of the National Park now and in the future and explore ways of extending voluntary involvement in activities for those most likely to benefit. The review should also be used to better understand why people want to volunteer and how this motivation might differ locally and across different socio-economic groupings.</p>	<p>Given that existing capacity seems unlikely to deliver many new opportunities it seems sensible to undertake a review of how (and where) volunteers can support the work of PCNPA in the future, looking at how these opportunities can involve a wider audience in our work, measuring benefits to the National Park and to key audiences of beneficiaries.</p> <p>This type of review should look at the range of options available including working in partnerships and externally funded projects which pilot new approaches.</p>
<p>Work more closely with other organisations and groups to extend the engagement of volunteers in the National Park.</p> <p>Develop partnerships across the inclusion and health sectors to provide more tailored volunteering opportunities</p>	<p>As outlined in the previous section there are options to collaborate with others in providing new volunteering opportunities. This approach could provide access to new audiences of potential volunteers. However, unless the Authority is able to identify appropriate opportunities we may not be able to accommodate (or retain) these new volunteers.</p> <p>A balance needs to be struck between the benefits of inclusivity in our volunteering as set against tangible benefits to the work of the Authority and the NP itself. One option would be to pilot work in specific areas and with specific groups as a way of testing long-term viability/sustainability.</p>
<p>Develop pathways that give 'hard to reach' groups and individuals improved access to opportunities for involvement and engagement in and around the National Park</p>	<p>Some conservation management work lends itself well to the involvement of hard to reach groups, particularly where the activities are manual and require little in the way of existing experience/knowledge. There is an existing demand from various groups and agencies for National Park Rangers and others to provide these kind of opportunities, however for the most part these are one off events with limited benefits beyond the work achieved as part of the task (number of trees planted, bags of litter collected etc).</p> <p>It has been suggested that there may be more effective (and pro-active) ways of working with these groups through for example, providing programmes of activity or projects which the groups can take from beginning to end. In some cases the group/individuals may also be able to achieve accreditation (John Muir Award for eg) to reward their involvement. The 'one off' events might also be used to recruit volunteers to existing programmes such as youth rangers.</p>
<p><b>Objective 2 - To be able to offer more volunteering opportunities across a wider range of National Park work.</b></p>	
<p><b>OPTION</b></p>	<p><b>EVALUATION</b></p>
<p>Review specific job roles across the NPA with the aim of identifying a resource for volunteer management that will add value to our existing work</p>	<p>The time required to manage/co-ordinate volunteering is seen as a barrier to increased volunteer involvement in the Authority's work. Effective volunteer management needs to be in place and should be included as a stated role/responsibility for key members of staff. Who takes on these roles in relation to volunteering will be informed by a review of volunteering opportunities across the authority.</p>
<p>Make the links between volunteering, social inclusion and PCNPA as public body serving local communities so that across the organisation the involvement of volunteers is seen as good practice and not the role of a handful of staff in</p>	<p>The development of volunteering across PCNPA does not require organisational change, but a wider section of the workforce across all service areas need to be involved in 'conversations' about the benefits of volunteering and the demonstrable links with the legal requirements placed upon NPA's as well as the political guidance we receive.</p> <p>A Volunteering working group should be set-up to bring together key officers from across the organisation to develop and manage work in this area. The</p>

specific service areas.	group should meet regularly and report back to SMT
<b>Objective 3 - To develop, support and work with voluntary and community organisations in their work across the National Park</b>	
<b>OPTION</b>	<b>EVALUATION</b>
Increase the effectiveness of existing PCNPA community engagement work to bring about recognisable for outcomes for the Authority and other groups and organisations involved	<p>PCNPA has always worked closely with communities in and around the National Park. Working alongside communities often means that community members contribute their time to projects voluntarily.</p> <p>As resources become increasingly scarce this kind of partnership working has a higher value. The approach ensures that goals are shared and that the consultative process is backed-up by grassroots support. Volunteer input into a project can reduce costs and (in some cases) enables more to be achieved by both the community group and PCNPA.</p> <p>PCNPA is not always pro-active in community engagement activity. This aspect of our work should be embedded in the roles of specific staff and developed in partnership with other organisations such as PLANED’.</p>
Build effective working relationships and provide support for key organisations in the sector, in particular where there is the potential for mutual benefits and achieving shared outcomes	<p>Across the National Park there are organisations and groups involving and being led by volunteers who care for the landscape, natural and cultural heritage of the area (see Section 3.3). We undoubtedly engage with some of these in terms of delivering the Park Management Plan. There may be benefits in developing closer working relationships with some groups/ organisations around a volunteering agenda. The ability to tap in to a larger, sometimes more skilled volunteer workforce may create new opportunities to get work done and help increase the value of volunteer input across the board.</p> <p>It is sensible to develop working relationships with key organisations with actively engaged volunteer workforces in the National Park, perhaps in the first instance as part of PCNPA led workshop looking at volunteering across the National Park.</p>
<b>Objective 4 - To develop an appropriate infrastructure for volunteer management that reflects good practice and maximises the value of our work in this area</b>	
<b>OPTION</b>	<b>EVALUATION</b>
Provide training for staff and volunteers leading to more effective in volunteer recruitment and management.	Training in volunteer management is widely recognised in the third sector and can be undertaken at various levels. An appropriate programme of training in volunteer management should improve the effectiveness of the organisation in working with volunteers and increase the likelihood of PCNPA achieving its outcomes in this area. PAVS/WCVS are a recognised provider of training in this area.
Provide greater access to training for volunteers and opportunities to develop new skills ‘on the job’	<p>Training can be expensive and (as with staff), access to training for volunteers needs to be linked closely to the role of the person involved and appropriate in terms of cost/benefit analysis.</p> <p>Designing opportunities for volunteers to learn new skills in-house and as part of their work is more cost effective. Some volunteers bring new skill and experience to their roles, in some cases volunteers could share their skill as part of a peer learning process.</p>
Develop a new ‘toolkit’ for volunteer management within the National Park Authority	As PCNPA develops its work with volunteers through the strategy and action plan we will be able to access good practice in terms of volunteer management which will in turn increase our effectiveness in this area. Much of the good practice is readily available, the challenge will be to select ‘tools’ appropriate to the NPA.
Set up a ‘cross-service’ working	‘Buy in’ is critical to success in achieving the stated objectives for volunteering.



<p>group to contribute to the development of volunteering good practice and embed this across the organisation</p>	<p>The establishment of a group that can feed into work across the organisation will be a useful tool in this respect.</p> <p>Consideration should also be given to a sub-group which would be a 'volunteers forum', set-up up to give volunteers a voice and develop our work in a more informed way.</p>
<p>Use more effective volunteer recruitment processes to bring in volunteers with different skills which can be applied to the work of the Authority</p>	<p>At present PCNPA does not proactively recruit volunteers, for the most part we lack the mechanisms to do this (knowledge of where volunteers are required, no volunteer task descriptions).</p> <p>The benefits of more effective volunteer recruitment will be the ability to target recruitment, enabling us to identify suitable volunteers for specific roles and to provide those who volunteer with us with more clearly defined tasks and understandable roles ('knowing where they fit in the organisation').</p>

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## 6. Recommendations and Action Plan

### Pembrokeshire Coast National Park Authority Volunteer Action Plan 2014/16

Recommendations have been grouped together as an action plan under the following headings:

- Strategy & Infrastructure
- Volunteer Management
- Resources
- Training
- Partnerships
- Projects

Actions can contribute to more than one of the strategic objectives (see below) set out earlier in this document, this is noted in the action plan

**Objective 1:** To be able to offer volunteering opportunities to a wider section of local people including those most likely to derive benefits from this activity.

**Objective 2:** To be able to offer more volunteering opportunities across a wider range of National Park work.

**Objective 3:** To develop, support and work with voluntary and community organisations in their work across the National Park.

**Objective 4:** To develop an appropriate infrastructure for volunteer management that reflects good practice and maximises the value of our work in this area.

ACTIVITY AREA OBJECTIVE	IDENTIFIED ACTIVITY	TIMESCALE	WHO'S RESPONSIBLE	HOW WILL WE KNOW IF WE'VE ACHIEVED?
<b>STRATEGY AND INFRASTRUCTURE</b> <b>Objective 2</b> <b>Objective 4</b>	Establish a 'volunteer working group' to contribute to the development of volunteering good practice and embed this across the organisation.	By June 2014	Volunteer Co-ordinator	Regular meetings of group
<b>Objective 1</b> <b>Objective 4</b>	Establish a 'volunteers forum' to give volunteers a voice and develop our work in a more informed way.	September 2014	Volunteer Co-ordinator and Volunteer Working Group	
<b>Objective 4</b>	Agree a PCNPA Volunteer Charter defining the relationship between volunteers and organisation	By June 2014	Volunteer co-ordinator	An agreed volunteer charter will be produced that sets out clearly the relationship between PCNPA and its volunteers.  All volunteers should have a copy made available to them
<b>Objective 1</b>	Ensure volunteering is recognised as cross-	Ongoing	Volunteer Co-ordinator	The inclusion of volunteering in documents



<b>Objective 2</b> <b>Objective 3</b>	cutting theme in revisions of the National Park management plan, social inclusion plans and other strategic documents		Appropriate service managers	should be combined with a recognition of what the volunteer resource can deliver in terms of achieving PCNPA outcomes
<b>Objectives 1-4</b>	Monitor and evaluate progress against achieving the strategy's goals	Ongoing	Volunteer co-ordinator, volunteer managers and volunteer working group.  Ongoing programme of monitoring and evaluation as defined in Section 6	It will be important to record numbers of volunteers, amount of volunteering, range of volunteer activity and source of volunteer input. Appropriate increases from baseline in these areas will demonstrate success against stated objectives.
<b>Objective 1</b> <b>Objective 2</b> <b>Objective 3</b>	Complete a review mapping how and where volunteers can contribute to the work in the National Park now and in the future. Matching tasks/roles with required competencies/ volunteer profiles.  The review should also consider the likely motivations of volunteers in undertaking this work.	Spring 2015	Volunteer Working Group, Other organisations and groups with active volunteer workforces in the National Park	A completed review document drawn from a volunteering workshop held for (green) volunteering organisations across the National Park
<b>VOLUNTEER MANAGEMENT</b> <b>Objective 4</b>	Set-up a volunteer database for PCNPA to record volunteer input and facilitate communication with volunteers	December 2014	Volunteer Co-ordinator IT support Area/Discovery Ranger Teams	As part of the developing activity database we aim to have a co-ordinated park wide database for recording volunteer activity.  Data on volunteering needs to be regularly inputted within defined parameters and progress measured against baselines.
<b>Objective 4</b>	Develop volunteer newsletter	April 2014	Area/Discovery Ranger Teams	Review role of existing newsletter and develop to become an effective communication tool for all PCNPA volunteers
<b>Objective 4</b>	Prepare task descriptions for volunteer opportunities	September 2014 and ongoing	Volunteer Co-ordinator and volunteer managers	All tasks involving volunteers to be described in task descriptions. Existing tasks need descriptions and the role of task description embedded in the recruitment of new volunteers

<b>Objective 4</b>	Provide guidance and support in volunteer recruitment	October 2014	Volunteer Co-ordinator Volunteer working group	Good practice guidance on volunteer recruitment produced and adhered to by volunteer managers
<b>RESOURCES</b> <b>Objective 2</b> <b>Objective 4</b>	Allocate administration time to oversee management of volunteer recruitment, monitoring and evaluation	December 2014	Volunteer Co-ordinator Volunteer working group	In setting out to achieve the key aims of the strategy a more co-ordinated administrative role would make the collection of data and overall communication with volunteers more effective.  Time could be allocated from existing staff resources to pilot this role.
<b>Objective 4</b>	Identify budgets for volunteer activity to include training (staff and volunteers), equipment and promotion	December 2014	Volunteer Co-ordinator Volunteer working group	External funding may be appropriate for some of the resources required. We should also seek to allocate some core funding for volunteer development
<b>TRAINING</b> <b>Objective 2</b> <b>Objective 4</b>	Volunteer Management	January 2015	Volunteer Co-ordinator Volunteer Managers	Put in place volunteer management training opportunities
<b>Objective 1</b> <b>Objective 2</b> <b>Objective 4</b>	Training for volunteers	Ongoing	Volunteer Co-ordinator Volunteer Working Group Volunteer managers	Both paid for and in house training can be used to up skill volunteers involved in PCNPA's work  A programme of opportunities would demonstrate good practice in this area
<b>PARTNERSHIPS</b> <b>Objective 3</b> <b>Objective 4</b>	Develop closer link with PAVS and make better use of services offered in terms of volunteering infrastructure	Ongoing	Volunteer Co-ordinator	PAVS provide a range of services to support volunteering.  PCNPA should explore options for joint working with PAVS
<b>Objective 2</b> <b>Objective 3</b>	Develop links with groups and organisations involved in heritage/conservation volunteering across the National Park	October 2014  Ongoing	Volunteer Co-ordinator Volunteer Working Group	Hold National Park volunteering event invite National Trust, Wildlife Trust, Friends of Pembrokeshire National Park etc.  Set-up regular communication with others engaged with volunteering.

<b>Objective 3</b>	Develop closer working links with community and voluntary groups across the National Park.  Produce a short paper on the potential for increased work in this area across arrange of PCNPA functions	2015	Volunteer Co-ordinator	Explore options for more pro-active engagement with groups.  Identify specific areas of work and projects that can be delivered
<b>PROJECTS</b> <b>Objective 1</b> <b>Objective 2</b> <b>Objective 4</b>	Build on the opportunities for volunteers and volunteering in existing projects such as Your Park, Walkability and Orchards Project	2014/15	Volunteer Co-ordinator Volunteer Managers Project Officers	Build on good practice identified in projects  Ensure projects optimize the involvement of volunteers  The resource provided by externally funded projects can help PCNPA achieve its objectives in developing volunteering
<b>Objective 1</b> <b>Objective 3</b>	Develop and deliver 1 new project with volunteering as the main focus	2014	Volunteer Co-ordinator Volunteer Working Group Partner organisation	Submit bids for agreed volunteering projects based on identified priorities

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## 7. Monitoring and Evaluation

It will be important to measure how successful we are in achieving the overall objectives of the strategy and the in completing the associated actions. In order for this to happen we will adopt the monitoring and evaluation plan outlined below.

Measure	Method of recording	When and who
No. of volunteer days	Volunteer leader records submitted *The aim would be to create a new volunteering record sheet to be filled in monthly by volunteer managers	Volunteer managers submit data to admin support on a monthly basis
No. of individual volunteers	Volunteer leader records submitted	Volunteer managers submit data to admin support on a monthly basis
Breadth of volunteer engagement across the National Park	Task descriptions logged by those (staff) requiring volunteer support and number of roles filled	Descriptions saved in central folder. Managers inform admin support when roles are filled
Contributions to National Park Management	Volunteer leader records submitted detailed contributions across a range of categories. For example: <ul style="list-style-type: none"> <li>• Woodland management (ha's)</li> <li>• Foot path improve created (m's)</li> <li>• School groups worked with</li> <li>• Activities led</li> </ul>	Volunteers managers submit data to admin support on a monthly basis
Inclusivity of volunteer engagement	Data collected from volunteer enrolment forms: <ul style="list-style-type: none"> <li>• Date of birth</li> <li>• Postcode</li> <li>• Existing employment status</li> <li>• Reason for volunteering</li> </ul>	Volunteers submit forms upon successful recruitment. Information logged on database
Volunteer management capability	No. of staff and key volunteers attending volunteer management training	From training records annually
Partnership projects engaging with volunteers	External partners involved External funds attracted	Data collected by Volunteer Co-ordinator and reported annually
Overall progress in delivering against strategic goals, objectives and actions	Work progressed through the volunteer working group across the organisation. Data/evidence sets collected using the methods described above	Data collected by Volunteer Co-ordinator and reported annually
Volunteer satisfaction	Volunteer Forum feedback Evaluation and feedback received from individual volunteers	Evidence collected from Volunteer Forum meeting by Volunteer Co-ordinator. Volunteers invited to respond to survey on annual basis

### Annex to plan

*(To include some of the analysis included in the original document).*

### Appendices

*(To include templates, examples of task description, volunteer charter etc).*