

Forgotten Landscapes Project Landscape Conservation Action Plan

5.15 Project: Volunteer Recruitment and Training VOL

5.15.1 Introduction

The success of the Forgotten Landscapes partnership will in part be measured by the effectiveness of the volunteer contribution. For this reason a dedicated Volunteer Officer will be recruited who will oversee the implementation of a formal induction, training and development programme for all existing and new volunteers. Training partners will assist in this work and the service will be run to the highest standards to ensure that, not only is the future of the heritage landscape assured, but volunteers benefit from their involvement by developing new skills and gaining new and exciting experiences including exchange visits to other heritage landscape management projects.

To achieve effective management at the landscape scale, the Scheme area will be subdivide into management units and dedicated Volunteer sub groups will be created. These will include: Area Wardens, Historic Monument Wardens, Access Wardens, Land Management Wardens and Guide and Interpretation Wardens.

The role of volunteers will be a vital element in securing the heritage value of the landscape in the long term. A well-trained and highly motivated volunteer work force will be able to undertake land management, conduct surveys and monitoring, act as guides and ambassadors and become the future trainers. Some may even wish to undertake accredited training and gain work as a direct consequence.

The Landscape Strategy (revised 2009) describes four programmes designed to help realise the FLP vision. Each programme consists of a number of Projects, many of which propose using volunteers to help with activities involving:

- Countryside Management
- Heritage Conservation
- Visitor Management
- Other, e.g. minibus driving, office work and administration

A wide range of training will be provided to enable volunteers to undertake these activities safely and effectively.

5.15.2 Links with other Programmes

	Implementation Programme		
	A	B	C
VOL 1	ARC 1-5 GEO 1 GEO 2 BIO 1 BIO 2 MON 1	ELIG 3 ELIG 4 EV 1 – 3 SCED 1 SCED 2 CLLL 1 CLLL 2	VMC 1 - 3 VMA 1 VMA 2 IOS 1 - 3 IM 1 – 3

Forgotten Landscapes Project

Landscape Conservation Action Plan

5.15.3 Primary Aims and Outcomes

Primary Aims	To develop and promote volunteering opportunities and training requirements for Projects including: heritage conservation, countryside management and visitor management
Outcomes	A well motivated and highly skilled volunteer workforce that is enabled to continue essential heritage conservation and visitor management is established.
	Health and well-being benefits
	Revised perceptions of landscape quality and value
	Improved quality of user / visitor experience

Delivery Plans

Forgotten Landscapes Project

Landscape Conservation Action Plan

Delivery Plan Title	Forgotten Landscapes Volunteers VOL 1
Budget Total	£148,000 (contingency 10%)
Plan Description	<p>The FLP Landscape Strategy (LS) demonstrated the case for the development of a well motivated and trained volunteer workforce. It recognised that sustainable future management of the heritage landscape will be heavily dependant on the success of this Project. The LCAP describes three Programmes designed to help realise the FL vision. Each Programme consists of a number of Projects, many of which propose using volunteers to help with activities involving:</p> <ul style="list-style-type: none"> * Countryside Management e.g. path condition survey and audit, installation of furniture and way marks, repair and improvement of surfacing and drainage, fencing, hedging, dry stone walling and ditching, vegetation control and eradication of invasive species, woodland management * Heritage Conservation e.g. habitat survey and sampling, species identification and monitoring tree planting, geological survey, bird boxing, conservation and consolidation historic structures * Visitor Management e.g. visitor survey and monitoring, guided walks leading and interpretation, visitor welcome and maintaining site presence, assistance at events <p>A wide range of training will need to be provided to enable volunteers to undertake these activities safely and effectively including:</p> <ul style="list-style-type: none"> * Specialist training in countryside management, heritage conservation and visitor management techniques and * General or basic training in e.g. use of hand and power tools, map and compass work, customer care, communication skills, first aid, risk assessment and emergency procedures, office work and administration.
Overall Aims	<ul style="list-style-type: none"> * To develop and promote volunteering opportunities and training requirements with reference to the FLP Projects sharing objectives relating to heritage conservation, countryside management and visitor management in association with project staff, partners and volunteer support agencies. * To establish a well motivated and highly skilled volunteer workforce that is enabled to continue essential heritage conservation and visitor management by the end of the HLF funding period
Objectives	<ul style="list-style-type: none"> * To recruit a Volunteer and Training Coordinator (see also Programme D – Programme Management) * To produce a Volunteer Handbook and other supporting information * To undertake a Recruitment Campaign to attract new volunteers * To develop and deliver a Training Programme for key skills related to

Forgotten Landscapes Project Landscape Conservation Action Plan

	<p>the activity programme</p> <ul style="list-style-type: none"> * To develop and establish a Work Programme to support the conservation and visitor management objectives of the FLP * To assist the Commons Officer with site wardening * To assist with conservation work programmes including monitoring * To assist with visitor management functions including heritage guiding
<p>Detailed proposals and specification</p>	<p>The Forgotten Landscapes Volunteer Programme is based on the employment of a Volunteer and Training Coordinator (VTC) to develop and coordinate all aspects of volunteering and training, including the development and coordination of work programmes supporting FLP Projects and the coordination and delivery of high quality accredited and non-accredited training courses meeting the needs of volunteers and staff. This is a FT post, the post holder, seconded to Forgotten Landscapes, from BTCV, will work closely with FLP core staff and be line-managed by the FLP Scheme Manager in terms of work plan activities. It is anticipated that the VTC will:</p> <ul style="list-style-type: none"> * Work closely with other core FLP staff (e.g. Education and Interpretation Officer) to agree the Volunteer Work Programmes, Training Programmes and responsibility for volunteer supervision / management during activities. * Liaise with staff from other organisations engaged with volunteers (e.g. WHS and Brecon Beacons National Park) to promote joint work and training programmes for staff and volunteers. * Work with other organisations / initiatives offering relevant training e.g. training in visitor management skills such as ambassadors / accredited guided walks leaders. These would benefit from being developed alongside the Valleys Regional Park's Community Tourism Programme which will bring with it a support network and potential financial assistance. * Be responsible for establishing the 'Friends of Forgotten Landscapes' as an independent events and fund raising organisation. * Arrange volunteer exchange schemes e.g. between other projects or sites and / or in association with partners or other organisations (e.g. National Trust, International Rangers Federation) <p>Please refer to Figure 1 below and the job description which can be found in the accompanying documentation</p>

Forgotten Landscapes Project Landscape Conservation Action Plan

Beneficiaries / Key audiences	* Unemployed people, older retired people especially in Monmouthshire, local residents, all target audiences including people with disabilities		
Monitoring and Evaluation Criteria	Output	Measure	Target
	Volunteers recruited	No.	30
	Training days provided	No.	120
	Volunteer-days active involvement	No.	340

Forgotten Landscapes Project

Landscape Conservation Action Plan

Outcomes	* Up-skilling, health and well-being benefits, revised perceptions of landscape quality and value, improved quality of user/visitor experience
Integration	<p>Links with other Delivery Plans</p> <p>Conservation and Climate Change:</p> <ul style="list-style-type: none"> • Assistance with conservation management works: ARC 1-5 • Assistance with conservation management works GEO 1 and 2 • Habitat survey and management works: BIO 1, BIO 2 • Assistance with all project monitoring: MON 1 • explanation of Commons management objectives <p>Visitor Management and Interpretation</p> <ul style="list-style-type: none"> • Knowledge and understanding of the Forgotten Landscapes and the World Heritage Site: VMC 1 - 3 • Practical support for development, implementation & maintenance of walking trails, visitor gateway sites: VMA 1, VMA 2 • Knowledge of available on-site interpretation: IOS 1 - 3 • Knowledge of available mobile interpretation: IM 1 – 3 • Involvement with / training to lead guided interpretive walks: IM 1 <p>Community Engagement and Education and Training</p> <ul style="list-style-type: none"> • Support to local groups on practical aspects of project work: ELIG 3 & 4 • Knowledge of upcoming events and support in their delivery: EV 1 – 3 • Support for delivery of schools projects – Landscape Explorer Walks & Talks: SCED 1 & 2 • Engagement and active participation in Community Landscapes Project: CLLL 1 • Participation in Learning Landscapes Project: CLLL 2 • Assisting the Commons Officer with site wardening
Key stakeholders / consultees	<ul style="list-style-type: none"> * Blaenavon Partnership * TCBC (BILWHS Ranger and line manager(s)) * BTCV (Calum MacIntosh) * Brecon Beacons National Park Rangers (Alan Ward) * BGCBC (e.g. Frank Olding, Heritage Officer) * Big Pit HR Officer (DinK in regard of recruitment of VC) * Torfaen Voluntary Alliance / Costar * Other organisations with volunteers e.g. RSPB, historical societies

Forgotten Landscapes Project Landscape Conservation Action Plan

Risk appraisal	<ul style="list-style-type: none"> * Statutory permissions: considered on project by project basis * Insurance and liability: volunteer insurances already in place for some partners * HandSAWA: responsibility of partners, promoted through training and volunteer handbook * DDA and objectives relating to AfA provision: as above * Staff departures: potential for temporary cover through core team and/or partners. In the longer term might be through volunteers.
Delivery roles and responsibilities	<p>Key areas of responsibility for the Volunteer and Training Coordinator are</p> <ul style="list-style-type: none"> * Recruitment of volunteers and promotion of volunteering * Induction and on-going support of volunteers * Development and coordination of Volunteer Work Programme * Development of community group and individual Training Plans * Preparation of Training Programme for all groups and individuals * Direct delivery of occasional courses within their competence where this provides best value for money * Assessment and record keeping <p>Specific outputs include:</p> <ul style="list-style-type: none"> * Volunteer Recruitment Plan * Volunteer Application / Expression of Interest Forms * Volunteer Handbook * Volunteer Induction Programme * Personal Development Plan template * Volunteer Work Programme(s) * Individual and Group Training Plans * Training Programme <p>Please refer to Figure 1 and job description.</p> <p>Other roles will be fulfilled by:</p> <ul style="list-style-type: none"> * FLP staff including seconded Police Officer * BTCV training staff * BBNPA * CCW * Others indicated: as project progresses <p>Volunteer activity will be led by the volunteer coordinator and other members of the FLP staff team and Partnership staff depending on the nature of the activity</p>

Forgotten Landscapes Project Landscape Conservation Action Plan

Implementation Programme (3 year timeframe)	Year 1				Year 2		Yr 3	Yr 4 & 5	
	Task / milestone	Q1	Q2	Q3	Q4	Q1 & 2	Q3 & 4		
	Recruit Vol and Train Coord.		•						
	Prepare vol handbook		•						
	Ongoing recruitment								
	Establish Friends of FL								
	Ongoing training								
	Ongoing events and activities								
	Launch Friends Group							•	
Cost Plan	Total costs £148,000								
	Breakdown table:								
	Item	Detail					Per	Total	
	Volunteer handbook	Research and consultation, preparation drafts, final version, printing					@£20per copy	£6,000	
	Recruitment campaign	Promotional leaflet (including Application Form / EoI Form) presentations, exhibitions & demonstrations, website						£5,500	
	Training programme	Induction Programme, trainer fees and expenses, volunteer expenses, transport hire / minibus, materials and equipment, room hire, subsistence						£53,000	
	Activities / events programme	Volunteer expenses, accommodation / storage, resource library, ppe and clothing transport hire / minibus, tools & equipment (camera, gps, emergency, first aid, maps, compasses) materials (in addition to those supplied by projects), mobiles						£44,500	
	Total						£109,000		
Cash £109,000									
DinK £39,000 Yr 1 £5,400 Yr 2 £15,050 Yr 3 £18,550									
See Volunteer breakdown table in Business Plan									

Forgotten Landscapes Project Landscape Conservation Action Plan

	Cashflow					
	Item	Yr 1	Yr 2	Yr 3	Total	
	Volunteer handbook	6,000			6,000	
	Recruitment campaign	5,500			5,500	
	Training programme	5,000	26,000	22,000	53,000	
	Activities / events programme	6,500	24,000	14,000	45,500	
	Total (£)	23,000	50,000	36,000	£109,000	
	Item	Yr 1	Yr 2	Yr 3	Total	DinK
	No. volunteers recruited	10 vols	20 vols	30 vols		
	Skilled days	5 days	45 days	107 days	131 days	£19,650
Unskilled days	72 days	145 days	81 days	324 days	£16,200	
Professional days In Kind	3 days	3 days	3 days	9 days	£3,150	
				Total	£39,000	
	(volunteers considered trained after 2 days training led activity on average)					
Maintenance and management implications	On completion of the FLP programme responsibility for management of the volunteers will rest with BTCV and the WHC management team.					
Sustainability and Exit Strategy	<ul style="list-style-type: none"> * Trained volunteers take on key roles e.g. Volunteer Coordinator - Trainee becomes the trainer * Via 'Friends' fund raising activities and / or charging for events / activities * Further commitment from partners, e.g. BTCV retains responsibility for training provision * Micro hydro electricity sales 					
Recommendations for future work years 4-10	BTCV to review Programme towards end of year 3 and advise on future activities					