

Volunteering in and for Scotland's forests

Report to Forestry Commission Scotland



Liz O'Brien and Mariella Marzano 2011

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Executive Summary

This report is based on results of a short literature review and three workshops with Forest Enterprise Scotland (FES), Forestry Commission Scotland (FCS) and relevant partner organisations. Forty nine people attended the workshops in Inverness, Dunkeld and Edinburgh in November 2010. The character and scope of volunteering on the National Forest Estate and elsewhere was discussed as well as the roles and responsibilities relating to volunteer management and the key opportunities and barriers to volunteer engagement.

Current status and activity

What FCS/FES is doing at present is to some **extent 'ad hoc'** being driven by the interests and capacity of staff, partners, volunteers, and volunteer organisations who develop opportunities at a district and conservancy level.

The types of volunteering activities currently taking place include **specific projects/programmes** (e.g. Branching Out and Project Scotland, Trees for Life – Conservation holidays, APEX Scotland activities, Forest Education Initiative); **general conservation activity** (e.g. practical conservation work, trail maintenance); **biological recording** (of flora and fauna); **eyes and ears activity** (people keeping an eye out for problems); **events** (organising, running, assisting) as well as a few **other** activities (less typical activities such as work placements). **FCS/FES could usefully assess how they might want to prioritise these activities geographically (which areas) and sectorially (with which partners).**

Participants in the workshops **identified approximately 53 volunteering activities** currently taking place across the National Forest Estate (NFE) and other forest land that FES/FCS is involved in. This is almost certainly an under recording of current activity. **Thirty two of these volunteering activities are being undertaken in some form of partnership** with other organisations or community groups. Seventeen of the activities are more formal based and 33 informal; 24 collect some data about the numbers of people involved and type of activities taking place.

Current volunteering activities that FES/FCS are delivering or facilitating through a third party involve a **diverse range of people/groups** including school children, the retired, mental health patients, offenders, students/graduates, bird enthusiasts, the unemployed, people with learning difficulties, professionals, guides, scouts, cadets, community groups, parents and educational staff.

Workshop delegates state that **one size or approach will probably not fit all** as Scotland is a diverse country and there will be different challenges in recruiting, managing and facilitating volunteers for FCS/FES in urban and rural areas, as well as different partners for FCS/FES to work with. Bearing this in mind, participants in the workshops feel that strong leadership is needed from FCS/FES on volunteering on the NFE.

Although FCS/FES volunteering policy and strategies outline the benefits of volunteering to volunteers there appears to be **a disconnection between practice on the ground and national policy,** with some operational staff feeling unsure of how important volunteering is to FCS/FES. For staff that are managing volunteer activity it is often not written specifically into their Forward Job Plans but listed under other types of work such as community engagement, possibly implying that it is not an important part of their job.

While there is existing experience, evidence of good practice and a range of guidance developed within the environmental volunteering sector, and FCS has guidance of its own, not all staff are aware of this. There is **potential to improve current guidance and communicate it more effectively** to include standardised templates e.g. for partnership agreements.

Lessons from formal focused approaches undertaken in partnership (such as Branching Out and Project Scotland) identify the need for volunteering programmes such as these to take a professional approach; e.g. have specific contracts/agreements in place, and undertake monitoring and evaluation. However, this type of approach may not be appropriate for more informal activities where people can turn up on the day to get involved in volunteering activities. Formal approaches are generally systematic while informal volunteering tends to be more `ad hoc'.

There are potential vulnerabilities for staff and FES/FCS/partners as it appears that **not all volunteering activity** with other organisations has a **clear enough agreement outlining who is responsible for what in case of accidents or problems**.

Potential ways forward and opportunities

Workshop participants identified a number of opportunities for FES/FCS/partners to move forward.

Strategic direction

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A clear decision needs to be taken on one of three strategic options: **reduce** volunteering engagement, maintain the **status-quo**, or **increase** volunteering. A policy statement outlining this needs to be unambiguous and cascaded through all staff roles. Increasing volunteering can be done by direct management; or facilitation through a third party partner; or a combination of both.

A key **challenge is how to bridge national strategic aspirations** set out in FCS/FES strategies and policies with local district/conservancy experience, capacity and resources. This suggests that a top down one size fits all approach will not be appropriate.

There is potential for FCS/FES to develop a **more effective support framework that provides standard guidance and direction for all staff** but allows districts and conservancies the flexibility to develop volunteer opportunities appropriate to their area. This flexibility will mean that FCS/FES can increase volunteering where there are opportunities, staff capacity and funding; and in other areas potentially develop partnerships to consider longer term opportunities for facilitation and enabling.

A SWOT (Strengths, Opportunities, Weaknesses and Threats) analysis at the workshops reveals the following:

Strengths: of FES/FCS as an organisation and its staff; in its networks/partnerships with others; volunteering is able to deliver across a range of government agendas e.g. health, education, inclusion, building community capacity.

Weaknesses: lack of good information and data on what is going on; capacity issues; health and safety issues e.g. risks and responsibilities.

Opportunities: for facilitation, enabling and promoting volunteering through the European Year of Volunteering 2011; exploring new funding models; improving systems and training; developing monitoring and evaluation.

Threats: lack of resources and capacity; health and safety issues.

Management and training

Greater acknowledgement would be useful of **what volunteers can contribute to FES/FCS**. FCS/FES is clear about how volunteers should benefit from volunteering but a statement of why volunteers are important to the organisation would be beneficial internally for staff. Is it to re-connect people to woodlands, for operational benefit, to meet social objectives or promote FCS/FES and its values etc? This may help staff identify when to say yes or no to any requests for volunteering.

FCS/FES needs to **identify who is responsible for what in terms of accidents and insurance for different volunteering activities that are undertaken in partnership or agreement** with a third party. These issues could benefit from input from FC health and safety experts.

FCS/FES could **identify more clearly volunteer roles and responsibilities**, what job roles volunteers can undertake and how much responsibility they will be allowed. Volunteers with some other organisations such as the British Trust for Conservation Volunteers take on quite a lot of responsibility e.g. organise and lead activities, organise tools, drive a minibus of volunteers to and from a central point.

There is potential to make more **use of volunteer centres**, where applicable, that can help to recruit appropriate volunteers and can also sometimes transport them to sites.

FCS/FES could usefully identify a **staff member to champion volunteering** across the organisation and provide signposting for staff and partner organisations as well as raise discussions during CRT (communities, recreation and tourism) staff meetings.

FCS/FES will need to decide whether **specific training** is needed for staff that work with volunteers? If yes, there should be agreement over what training is most useful, who should deliver it and which staff should/could undertake it.

Monitoring and evaluation

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Development of a **simple monitoring and evaluation system** would be beneficial so that data can be collected e.g. on the number of volunteers and volunteer hours. Case studies of specific volunteer approaches and activities can also be created and used to demonstrate impact and outcomes and the quality of the volunteer experience. FCS/FES needs to be clear about what data would be most useful, how it would be used and whether it should focus on the NFE or on FES/FCS activity in all forests.

There may be a need to be **more explicit about what FCS/FES classes as volunteering** For example, programmes involving work placements by students or school children, APEX Scotland (working with ex-offenders) and Branching Out are currently counted as volunteering by staff, however there was some debate about whether this should be the case. This issue mainly focused on how much choice these groups have in volunteering.

1. Introduction

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The Social and Economic Research group (SERG) carries out research on volunteering as part of its well-being research theme. To date this has included research on the motivations and benefits of volunteering, the barriers to volunteering and organisational views on the importance of volunteers and how they are managed (O'Brien et al 2010; O'Brien et al 2011). With the change of government in Westminster in May 2010 a strong emphasis has been placed on volunteering and active participation in civil society with the promotion of the 'Big Society'. The Scottish Government's strategic objectives are: wealthier and fairer; safer and stronger; greener; healthier; and smarter (http://www.scotland.gov.uk/About/scotPerforms/objectives). It can be argued that volunteering can contribute in a number of ways to both the Big Society and the Scottish Government's five objectives.

The Forestry Commission (FC) in Scotland, England and Wales have become increasingly involved in volunteering and a range of opportunities are being delivered directly by FC or in partnership with organisations or community groups. However there are different requirements and drivers in each country. In Wales, Forestry Commission Wales (FCW) is currently developing its policy on volunteering so evidence was requested from SERG to explore and identify its current activity (Ambrose-Oji, 2011). Forestry Commission England (FCE) has been working with the British Trust for Conservation Volunteers (BTCV) who produced a report on 'Volunteering and community engagement in the Public Forest Estate' (BTCV, 2010). Forestry Commission Scotland (FCS) approached SERG to undertake research to identify the scope and nature of volunteering in and for Scotland's forests and explore how volunteering policy is being applied as well as to identify the range of activities currently taking place.

In terms of research into environmental volunteering Ockenden (2007 and 2008) and Russell (2009) have highlighted that there is comparatively little of this and most of it focuses on volunteers experiences and opinions. There is also available research that has looked at people's reasons for not engaging in environmental volunteering. Word of mouth and personal encouragement are important in getting people to participate in environmental volunteering. However this approach will tend to recruit similar groups of people to those already volunteering rather than increase the diversity of participants.

1.1 Research objectives

The overall objective of this research was to investigate current opportunities for volunteering, where and how these operate and any barriers to developing volunteering or offering further opportunities. Specific questions include:

1. What do FCS/FES staff and partners **understand** or count **as** 'volunteering'?

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2. What is the **current extent of volunteering** in each Forest District/Conservancy?

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- 3. What do FCS/FES operational/partner staff view as the **main opportunities** for engaging with volunteers?
- 4. What do FCS/FES operational/partner staff see as the **main barriers and challenges** to engaging with volunteers?
- 5. **What guidance** do FCS/FES staff and partners currently draw on and is this useful/adequate?
- 6. What **support** do FES/FCS staff and partners need to **deliver volunteering opportunities**?



2. Methods

The research was undertaken by:

- 1. A literature search identifying key information and documents about volunteering, volunteer management and recruitment. Sources inside and outside of the Forestry Commission were included.
- 2. Three workshops were held in Inverness, Dunkeld and Edinburgh to bring together relevant FCS/FES staff and representatives from organisations working in partnership with them to organise and deliver volunteering. A list of those who attended each workshop is given in Appendix 1. Forty nine people attended the workshops in November 2010. Each workshop commenced with presentations on research, policy and practice to provide the context for the discussions (Table 1). After the presentations the workshops were divided into 3 sessions to discuss: 1. Characterising volunteering (what counts as volunteering?), 2. Identifying the extent of volunteering and 3. Debating the future opportunities, challenges and barriers?

Table 1: Presentations at each workshop

Workshops	Speaker	Speaker	Speaker
Inverness	Introduction and research perspective – Liz O'Brien (FR)	Policy perspective – Alan Stevenson (FES)	Practice perspective – Angus McWilliams (FCS Highlands and Islands Conservancy health advisor)
Dunkeld	Introduction and research perspective – Liz O'Brien (FR)	Policy perspective – Marcus Sangster (FC)	Practice perspective – Kirsty Catherine (FCS)(Branching Out)
Edinburgh	Introduction and policy perspective – James Ogilvie (FCS)	Research perspective – Liz O'Brien (FR)	Practice perspective – Lyndy Renwick (FES), Stan Corcoran (FES), Siobhonn Currie (Project Scotland)

3. Results

3.1 Background context

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3.1.1 Scottish Government focus on volunteering

The Scottish Government's volunteering strategy (2004) highlights the good volunteer infrastructure that exists in Scotland with over 50 volunteer development centres funded by government and a national body, Volunteer Development Scotland, which promotes, supports and develops volunteers at a national level. The importance and potential of environmental volunteering was further outlined in the Dalgleish report (Scottish Government, 2007a) identifying its contribution to policy areas such as sustainable development, regeneration, health, education and skills, environmental justice and employability. Dalgleish (SG, 2007a) states: 'environmental volunteering is one of many tools but there are few other mechanisms so uniquely capable of offering joined up delivery of the vision for an economically, socially and environmentally sustainable Scotland'.

In its 'Economic Strategy' (2007b) the Scottish government stated that 'our future prosperity as a nation depends on everyone playing their part – as workers, consumers, volunteers and business people'. The volunteering participation rate in Scotland (for all types of volunteering) in 2009 was 28%; this is taken from the Scottish Household Survey (SHS) based on a representative sample of 6,784 individuals. The annual economic value of volunteering in Scotland for 2009 was estimated at £2.1billion, which was calculated using the Annual survey of hours and earnings, SHS data and an estimate of employment overheads (VDS, 2010). While participation rates are considered to be reasonable they have not changed significantly over the past decade and often the same types of people are volunteering. The rates of current volunteering highlight that about 70% of the population are not participating.

3.1.2 Current FCS/FES policy, strategy and guidance

There are a number of documents that outline the importance of volunteering for FCS/FES and its direction in terms of volunteering. The Scottish Government Forestry Strategy (2006) outlines how volunteering is woven into key outcomes and themes within the strategy (Box 1).

 Box 1: Scottish Forestry Strategy and volunteering

 OUTCOME 1: Improved health and well-being of people and their communities
 "promote

 opportunities for volunteering in forestry"
 "KEY THEME 3: Business development

 "...promote ... volunteering initiatives in rural and urban areas"
 "

KEY THEME 4: Community development
"Encourage forestry-based 'return-to-work' and volunteering projects"
"Promote training and capacity building among community volunteers in forestry skills and organisational management"
KEY THEME 5: Access and health
"Encourage more volunteering activity in woodlands"
KEY THEME 7: Biodiversity
"...engage more people in woodland conservation, particularly through communities, community forest groups and volunteering networks"

Volunteering is also embedded in FCS's (2009) National Forest Estate Strategic Plan 2009-2013 (Box 2)

Box 2: National Forest Estate actions on volunteering

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"Forest Enterprise Scotland provides a significant number of volunteering opportunities on the national forest estate and facilitates this through other organisations."

Key theme 4: Community development, Action 4.14 "*Provide opportunities for volunteering on the national forest estate."*

Key theme 5: Access and health, Action 5.14 "*Encourage more volunteering activity in woodlands."*

Key theme 7: Biodiversity, Action 7.22 "... encourage active involvement in biodiversity projects by communities and volunteers."

Indicator - Health: Number of formal 'volunteer days' on the national forest estate. Annual Forest District return spread-sheet (baseline to be established in 2009/10).

FCS developed a policy statement on volunteering in 2007(a) which outlines that: 'FCS enables individuals to get involved in volunteering according to their own personal motivation but in ways that are likely to result in desirable outcomes for society as a whole'

Guidance was also produced in 2007(b) by FCS on 'Volunteer management on the National Forest Estate' covering recruitment, health and safety, liability and insurance, how to support volunteers and training for volunteer management. FCS is a member of the Forum for Environmental Volunteering Activity (FEVA), a network of national not-for-profit organisations that share information and best practice in order to promote environmental volunteering. A volunteer development officer has been funded by the Scottish Government through FEVA to develop a framework that supports those that manage environmental volunteering activities. A further document outlining case studies on 'Volunteering on the national forest estate' (FCS, 2008) provides useful examples of volunteering activities and approaches.

FC Operational Guidance Booklet (OGB) 42 'Managing recreation' has a chapter on volunteering that covers key issues such as recruitment, health and safety, liability and dealing with grievances or complaints. Other FC operational guidance can be useful for volunteering situations such as OGB3 Contract management, Child protection OGB16, OGB44 Equality and diversity, and OGB24 Risk assessment.

3.2 Characterising volunteering –what counts?

The Scottish Government (2004) defined volunteering in its strategy as:

'the giving of time and energy through a third party which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, environment and society at large. It is a choice undertaken of one's own free will, and is not motivated primarily for financial gain or for a wage or salary'.

We have slightly adapted a definition by FCS (which incorporates some of the above definition) that focuses specifically on trees and woodlands:

'Woodland volunteering is the giving of time and energy in the outdoor tree, woodland and forest environment or on activities directly related to the tree, woodland forest environment (e.g.: building bat boxes, staffing an interpretation facility) through a third party¹, which can bring measurable benefits to the volunteer, individual beneficiaries, groups and organisations, communities, the environment and society at large. It is a choice undertaken of one's own free will, and is not motivated primarily for financial gain or for a wage or salary'.

Therefore woodland volunteering includes activities of a practical and direct nature, such as habitat conservation and biological recording, e.g. **working** *within* **woodlands**. However, it also includes activities of a more indirect character, such as volunteering in offices and in administration roles in environmental organisations, **working** *for* trees **and woodlands**.

The way in which volunteering in and for Scotland's forests is characterised is important. The overall definitions above highlight what volunteering is, however we need to start breaking this down to identify the different forms/models/types of volunteering that are taking place at present. Three are presented here.

BTCV (2010) identified what they described as three models of volunteering on the public forest estate in England related to specific groups:

Volunteer rangers – specifically people trained to take on the role of a ranger. These approaches generally involve advertising, interviewing, training and asking volunteers to sign up to a specified level of commitment e.g. New Forest Volunteer Rangers.

¹ For example, British Trust for Conservation Volunteers, or a local community group.

Roving teams – less formal than a ranger service, work is often linked to seasonal requirements and takes place over a number of sites e.g. Two Trees Group in the New Forest.

Site based groups – this can include official 'Friends of' groups or 'Woodland Associations' as well as more informal groupings where activities are limited to specific sites that people are often particularly attached to.

The OGB 42 on recreation divides volunteering into management models:

FC managed – directly managed by the commission.

Partnership managed – partnership agreement lead by FC or by the partner organisation.

Own initiative – community groups or 'Friends of' group or individuals who want to undertake and instigate activity.

FCS (2007a) and Ambrose-Oji (2011) identified the following volunteering forms: **Direct recruitment** – e.g. FC recruited and managed volunteers.

Contract – volunteering that takes place with another organisation through a specific contract e.g. with organisations such as BTCV.

Partnership initiative – FC working with a partner organisation to enable or deliver volunteering opportunities.

Independent – people or groups who want to join an existing activity or undertake activity themselves.

Community initiative – through community woodland associations, Friends of groups etc.

FES/FSC/Partner staff – who many volunteers either in their own spare time or as part of a corporate volunteering programme within their organisation.

There are some overlaps between the three groupings given above. They illustrate the range of volunteering types based on either who is taking the lead (FCS or other) or where the activity takes place (site based or multi site). At the workshops people deliberated about what constitutes volunteering. For example, there were discussions as to whether specific programmes and interventions such as Branching Out² and Project Scotland³ could be considered as volunteering. One participant suggested that Project Scotland could be classed as training rather than volunteering, although this was met with some disagreement as it was thought that the monitoring and evaluation of trainees

² Branching Out is a partnership between NHS Greater Glasgow and Clyde, FCS, Glasgow Centre for Population Health, Glasgow and Clyde Valley Green Network and the Scottish Association of Mental Health in which mental health patients participate in a 12 week programme of activities some of these activities can be classed as environmental volunteering.

³ Project Scotland is aimed at young people looking to develop skills in order to find work. Young people volunteer full time and receive remuneration of \pounds 55 per week.

would be different to that of volunteers. There was general agreement that the key issue of what defined volunteering was choice. Therefore volunteers choose to carry out the activity e.g. volunteering with Project Scotland, as opposed to getting involved in something else. Work placements and some school activities were also classed as volunteering by FES/FCS/partner staff (see Table 3 for current volunteering activities identified in the workshops).

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Figure 1 provides a conceptual diagram that includes key issues associated with woodland volunteering such as the different types of volunteering approaches; where it takes place, when, who is involved and the range of activities that are undertaken. This diagram can be used to map out current FES/FCS/partner volunteering and future activities in each region. Questions to consider could include:

- Does FES/FCS want to reach particular groups or individuals in this area/region?
- What activities should be prioritised e.g. specific programmes such as APEX⁴, Forest Education Initiative (FEI) or general conservation activity etc?
- How important is the location where the activity takes place (NFE or other, indoors or outdoors)?
- What types of approaches to managing volunteering could/should be prioritised e.g. partnership initiative or independent?

⁴ Apex Scotland help and work with ex-offenders and young people and adults at risk to give them the skills to find and stay in work.



Figure 1: Conceptual diagram of woodland volunteering



A potential distinction can be made between formal, intermediate and informal volunteering (Table 2). Volunteering programmes such as Branching Out, Project Scotland and APEX schemes have formal partnership agreements or contracts with partner organisations, data is collected and volunteers are recruited through services such as mental health or job centres. These formal approaches also need time (at least 6-12 months) and preparation (e.g. health and safety considerations) to get them off the ground. They often involve funding from more than one source, for example Branching Out is funded a third each by FCS, NHS Scotland and the Scottish Mental Health Association. However the funding for the project is temporary. Informal approaches will often not have the same level of agreement in place or data collection as formal approaches.



Table 2: Formal and informal volunteering

	Agreements	Data collection	Volunteers
Formal	Formal contract or partnership agreement often with another organisation to deliver volunteering. May be FES/FCS led or led by partner organisation.	Usually collected and required due to funding requirements and the need to show evidence of impacts and outcomes.	Those who want to join a set programme for a period of time and make a commitment. Participants may be required to do some sort of activity but have a choice of what to get involved in e.g. woodland volunteering or other types of activity.
Intermediate: between formal and informal	Simple agreements e.g. verbal, or by email.	Usually some simple data collected: possibly numbers of volunteers but not always volunteer hours.	Often members of community woodland groups/associations or Friends of groups.
Informal	Set days and times in which volunteers can turn up often without booking to participate in an activity e.g. trail builders.	Sometimes, but not always, data collected. Maybe captured through the FES permissions ⁵ system.	Those who want to turn up on the day or contribute occasionally; without feeling obliged to get involved in regular or long term volunteering.

3.3 What environmental volunteering activity is currently taking place in, and for, Scotland's forests?

O'Brien et al. (2008) identified the key reasons that motivate people to undertake practical conservation volunteering as:

⁵FES issues permissions to groups that want to undertake organised activity on the NFE e.g. fun run. The system was put in place to ensure that recreational and other activities requiring authorisation can be managed safely.

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- Environmental awareness and appreciation people who have an enjoyment of nature and awareness of the importance of nature and conservation.
- Training and skills development particularly an issue for young people and those wanting to retrain.
- Meaningful activity that gives structure to people's lives e.g. particularly the retired and those working part time.
- Personal contact and encouragement from friends, family or acquaintances.

Appendix 2 provides details of activities being undertaken that were identified in the workshops. We asked participants to provide details on what volunteering activities are taking place, where, who is involved, how many people are involved, any data that is collected and if there was an agreement (e.g. a partnership agreement, memorandum of understanding, concordat, community management agreement). Not all the detail is complete for each activity: either the participant did not know or did not remember/or have access to the detail. The types of activities that were identified were broad ranging and are included in Table 3.

Type of volunteer	Examples	Initiated	Types of	Agreements
activity		by	volunteer	
Specific	Branching Out	Usually	Mental health	Partnership
programmes,	(BO) (Central	FCS/FES	patients (BO),	agreements.
projects (mostly	Scotland	initiated in	Young	Sometimes a
skills based with	Conservancy),	partnership	unemployed	specific
a focus on	APEX volunteers	with others.	people (PS),	contract.
training for young	(Inverness area),		offenders (APEX),	Service Level
people; or	Project Scotland		teachers, rangers	agreements.
focused on a	(PS) (Galloway		(FEI).	
specific group	FD), Forest			
such as offenders	Education			
or mental health	Initiative (FEI)			
participants; or	(West Argyll FD			
focused on	and Central			
education e.g.	Scotland			
FEI)	Conservancy),			
	Offenders and			
	nature			
	(Inverness, Ross			
	and Skye FD),			
	Trainees			
	programme			
	(Scottish Lowlands			

Table 3: Types of volunteering undertaken by or involving FES/FCS



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Type of volunteer	Examples	Initiated	Types of	Agreements
activity		by	volunteer	
-	FD).			
General	Undertaken by	Combination	Various	Management
conservation	individuals,	of		or
activity (mostly	community groups	community		partnership
practical	such as Friends of	initiated and		agreements.
conservation	and Woodland	self		
tasks, but can	Associations. E.g.	initiated.		
include mountain	Cree Valley			
bike trail work)	Community			
	Woodland Trust,			
	Glentress			
	Trailfairies.			
Biological	Focusing on	Self	Retirees,	Some
recording/species	particular species	initiated.	Birdwatchers,	informal
focused	black grouse,		Local community,	agreements.
	beavers, water		Students.	
	voles (Cowals and			
	Trossachs FD),			
	peregrines (Moray			
	and Aberdeenshire			
	FD) and ospreys.			
Eyes and ears	People that check	Self	Often women.	Usually none.
activities	forest places and	initiated.		
	feedback in case			
	of problems.			
Events in	Assisting with	Self	Mixed –	FES
woodlands	specific events	initiated or	environmentalists,	permissions
	such as Treefest.	FES	community	system used
		initiated.	activists,	sometimes.
			interested	
			individuals,	
			activity groups.	
Other	Less usual	Self	Various.	Partnership
	activities e.g.	initiated.		agreement.
	drivers for Loch			
	Lomond and the			
	Trossachs National			
	Park conservation			
	volunteers,			
	Galloway			

Type of volunteer activity	Examples	Initiated by	Types of volunteer	Agreements
	Astronomical			
	Society.			
	School activities			
	and placements.			
	Involvement in			
	decision making			
	e.g. regional			
	forestry forums.			

Table 4 shows the number of formal and informal volunteering activities being undertaken by workshop participants. This data is almost certainly an under reporting of actual activity as many community woodland group activities provided are not detailed individually. Over 30 of the identified activities are run by other organisations rather than FCS/FES, with FCS/FES having some input, although it is not always clear how much input this is.

Location	Formal volunteering	Informal volunteering	Undertaking some form of data collection	Has some sort of partnership agreement, MoU or concordat	Total number of volunteering activities identified
Edinburgh workshop	10	17	13	15	27
Dunkeld workshop	1	15	7	10	16
Inverness workshop	6	1	4	7	10
Totals	17	33	24	32	53

(The data in this table needs to be treated with caution as not everyone had the time to fill in the flipcharts sections in the workshops or had all the relevant data to hand).

The water vole project in Cowal and the Trossachs Forest District highlights how volunteers from other organisations (such as Loch Lomond and Trossachs National Park) can undertake activity on the NFE and provide a significant benefit to FCS/FES. The district is also working with the RSPB to manage volunteers on the Aberfoyle Osprey Project.

A Local Authority employee suggested FCS/FES work with Local Authority countryside ranger services to help deliver volunteering. FES staff stated that some jobs would not get done without volunteers e.g. raptor watch. While other jobs had to be carried out regardless of whether volunteers contribute or not e.g. mountain bike trail maintenance. The Land Reform Act has brought about changes to the FES permissions system on the National Forest Estate. FES still try to work with the system where possible in order to have an idea of what is going on in the forest – however now that access is open for all, through Land Reform, many groups do not see the need to seek permission to run activities. FES staff talked about some clashes taking place between different groups that had organised group activities/events on the same day without realising it as neither had informed FES staff.

3.3.1 Evidence and data gathering

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There is no standard way of collecting information on volunteering currently taking place within FCS/FES, across districts/conservancies or between FCS/FES and partner organisations or community groups. There are case studies outlining good practice and appropriate methods for calculating volunteer value through, for example the National Council of Voluntary Organisations and Volunteering England. The Institute of Volunteering Research has produced a number of guides to measuring the value of volunteering and carrying out a value audit that looks at the costs and value addition of volunteer involvement. There is also a volunteering impact assessment toolkit (Volunteering England, 2011). All of these methods rely on data covering the total number of volunteers, the time given and types of tasks undertaken.

In FCS/FES some of the current activity is captured by the permissions system, other data is collected by the partner organisations leading volunteering activities. A few community woodland groups collect data while several formal programmes have good systems in place to collect information e.g. Branching Out and Project Scotland. Projects such as Branching Out have also commissioned an evaluation to illustrate the impacts and outcomes of the activities undertaken as part of the project. Differences in, or lack of, data collection means that it is very difficult to get an overall picture of the total number of volunteers or volunteer hours spent on forest related activity.

Previous research has revealed that for the year (mid 2006-2007) a study by Edwards et al. (2008) surveyed 521 organisations in Scotland with approximately 156 responses and gained a figure of just over 7.5K volunteers delivering over 47K volunteer days (Table 5). This is the first time there has been a specific focus on volunteering associated with Scotland's forests. A review for Scottish Natural Heritage of volunteering in the natural heritage sector gained responses to a survey from 204 relevant organisations, it was calculated that there were 23,340 volunteers in an average month and this equated to an economic value of £14.25 million per annum (VDS, 2006).

Table 5: Number of volunteers and volunteer days spent on forest related work in Scotland according to type of organisation (Edwards et al, 2008).

Type of organisation	Number of volunteers	Volunteer days
Community woodland groups	2,295	11,927
Forestry Commission	1,312	3,334
Forest management companies	-	145
Local authorities	472	4,881
NGOs	2,631	22,440
Private woodland owners	398	4,653
Public bodies	425	64
Total	7,532	47,444

Source: F4P Survey of Activities (2007)

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Nevertheless, there are examples of data being gathered on volunteers. Some Forest Education Initiative volunteering activity will be captured under education data gathering that is collated every quarter by the FCS Education Policy Advisor through a request to districts and conservancies. Some FEI activity can be classed as volunteering however some is undertaken as part of people's jobs e.g. teacher, ranger etc. It is not clear how easily this could be disentangled.

BTCV have developed a management information system (personal communication Yvonne Hunt, BTCV, March 2010) which has been adopted by BTCV throughout the UK. The system is used to record details of sites, volunteers and activities on site. All new volunteers fill in a paper registration form and this is entered into the system by staff. The system is adaptable and BTCV have introduced standard questions concerning health that can be sent out to registered volunteers to evaluate their activity and the benefits of involvement. The system can also be used to record details of partnerships. Project reports can be run within the system to identify location, number of hours and who was involved. FC England is exploring with BTCV how useful/easy it would be for the Commission to adopt this system. However volunteering is one aspect of FES/FCS activities rather than the sole focus as is the case for organisations such as BTCV.

The FC intranet has a number of templates available e.g. an agreement for volunteer services letter, an agreement for volunteer services and an information and consent form for volunteers and a managing volunteer's detailed guide. <u>http://alpacorn.forestry.gov.uk:7777/portal/page? pageid=33,1452332& dad=portal& schema=PORTAL</u>

Lessons could also be learned from the approach taken by FCE in relation to its education and learning service, it has an intranet web page with templates for – booking



education and learning activities, monitoring diversity of participants, evaluation of the activity, staff assessment of the activity, and strategy development – see web link. (<u>http://alpacorn.forestry.gov.uk:7777/portal/page? pageid=33,1325872& dad=portal& schema=PORTAL</u>).

3.4 Volunteering guidance: what there is and what is needed

There is a need to distinguish between:

- 1. guidance for staff and the organisations that manage volunteers
- 2. guidance for volunteers of what to expect from participation in volunteering activities.

While there is current guidance available for FCS/FES staff such as the 'OGB42' and 'FCS Volunteering on the National Forest Estate', not all staff are aware of this. A small number of participants called for an OGB on volunteering which would provide more of the detail they felt they needed to work with and manage volunteering. While some districts such as Dumfries and the Borders have a district policy on volunteering, workshop participants identified the need for further or improved guidance. A Scottish Natural Heritage (SNH) participant stated that they had recently produced an internal document for staff on volunteering and would be willing to share this with FCS/FES. This has been produced to move SNH from being reactive to proactive in its volunteer management with a focus more on identifying roles for volunteers and recruiting people with the expertise to fill these roles. Other organisations such as the RSPB already take this approach.

Workshop participants felt guidance for staff could include

- Standard templates for partnership agreements, Memorandum of Understanding, Statement of Intent, Community management agreements. These could then be adapted at the district/conservancy level if needed.
- Rationale for recruiting and managing volunteers what could/should be prioritised.
- How national guidance and policy translates into district/conservancy led activity
- Simple monitoring and evaluation forms for data collection
- Identification of what other support might be/is available within FCS/FC e.g. Health and Safety, risk assessments.
- How to deal with requests from groups and businesses as well as from individuals.

Guidance for volunteers is also beneficial and particularly important for those who volunteer on a regular basis. This should include:

• Clear introduction e.g. aims of organisations and organisational approach to volunteers and volunteering

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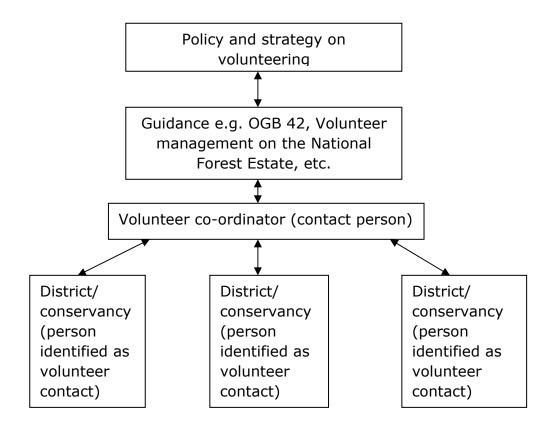
- Outline of opportunities for the volunteers while with FES/FCS/partner organisation
- Identification of any opportunities for training volunteers
- Practicalities reimbursement of expenses, keeping a record of hours
- Procedures health and safety, what to do in an emergency
- Outline of expectations on both sides.

Figure 2 outlines a potential new framework for FES/FCS volunteering with policy/strategy and guidance providing the overall top level of the framework for woodland volunteering and a volunteer co-ordinator acting as a link between this and staff at the district/conservancy level. One person from each district/conservancy could be identified as a volunteer contact for the co-ordinator to work with. The co-ordinator's role would not need to be full time but a number of days per month could be allocated to focusing on volunteering. With this type of approach there would be a clearer indication of the importance of volunteering within FES/FCS and a link between national policy and local delivery.

With this approach it would be possible to deal with a question which was raised at the Dunkeld workshop: 'if an interested person rings Silvan House to ask about volunteering opportunities within FCS/FES who will they be put through to'? This is an important issue, does anyone within FCS/FES have an overview of volunteering who can point people in the right direction and provide advice to both staff and volunteers?



Figure 2: Potential framework for FES/FCS volunteering



3.5 Future opportunities for FC/FE Scotland

A SWOT (strengths, weaknesses, opportunities and threats) analysis was undertaken at the workshops (Tables 6 a and b). There is much enthusiasm for volunteering within FCS/FES and partner organisations and this was made clear through the fact that the list of strengths and opportunities identified was greater than the threats and weaknesses. However what can be a strength can also be a weakness and opportunities may also be potential threats. We have kept in all the issues people raised but have grouped them for easier reading. Some of the barriers and challenges to volunteering are captured in the SWOT and some are detailed in 3.5.1.

Volunteering in Scotland's forests

Table 6a: Workshop identification of strengths and opportunities				
Strengths	Opportunities			
 Strengths of FCS/FES as an organisation Huge land resource – national forest estate Type of resource – trees, variety of habitats Experience of working with all types of people FCS/FES understanding of the environment FCS/FES is an investors in people organisation Experience of public engagement Good governance – accountability, professionalism, good standards Experience of managing the environment Staff – people who are enthusiastic and flexible Network of people, infrastructure, funding systems Position as part of government Reputation FCS/FES brand Strong local FCS/FES presence on the ground Networks and relationships with other organisations Wealth of existing experience to draw on from range of organisations 	 Facilitation, enabling and promotion Potential third sector delivery Promotion of volunteering European Year of volunteering 2011 International Year of Forests 2011 Effective signposting to other opportunities 2014 Commonwealth Games/Forest Promotes potential benefits of green space in general Recognition of value of volunteers Coordinate and market opportunities in the environment sector – gateway Targeting groups – unemployed, retired, corporate Community engagement work can help to recruit volunteers who can assist with looking after specific areas Partnership building Community Groups and Friends of Groups can help to lead activities Local community engagement Success in managing partnership programmes 			
 Reputation of organisations and their commitment Central Scotland Green Network 	 Funding models Corporate bodies sometimes do, and can, donate staff salary to 			
 Costs and funding Potentially saving costs in other areas Funding opportunities such as 'Woodlands in and around Town' and 'Forestry for People', 'Scottish Rural Development Programme' 	 community group/activity/cause Raising funds by in kind support and from funding bodies for new work e.g. branching out Make corporate volunteers pay More funding could be won Income from corporate and private 			
 Delivering across agendas Environmental volunteering has potential to deliver a range of 	sector and through third sector e.g. lottery			

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Volunteering in Scotland's forests

Strengths	Opportunities
 government priorities e.g. health, education etc. Clear policy drivers promoting the 	Need resources for corporate volunteers
 health, wellbeing and social outcomes which volunteering can achieve. Potential volunteering activities that can promote physical activity, social contact and personal skills development Other People who want to volunteer and are highly motivated Variety of opportunities 	 Systems and training Systematic training for staff Central Scotland Green Network – could potentially coordinate volunteer action or be a potential funder Systems to look after health and well-being of staff and volunteers Investors in volunteering Sharing good practice
	 Monitoring, evaluation, research Evaluation might be done by partners Simple monitoring and evaluation system to capture relevant data – do not demand to much of volunteers Research capacity Find out what volunteers want Identify demand for formal/informal volunteering Learn from other organisations e.g. National Parks Cost benefit analysis Volunteers can assist with research
	 Other What role for FEVA? FC could be the environmental lead for volunteering Environmental education opportunities – creating greater understanding Unlimited volunteer resource Trust by public of FCS/FES Positive PR for FCS/FES

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Strengths	Opportunities
	 Scale – FCS/FES can work at national, local and regional level Imaginative staff Mental and physical health focus

Table 6b: Workshop analysis of weaknesses and threats		
Weaknesses	Threats	
 Information and data Lack of information on what volunteers want A simple monitoring and evaluation process for volunteers – need guidance, what should we be collecting Not obvious what volunteer opportunities there are Volunteers need sign posting e.g. information to access gateways (volunteer centres) Evaluation too arduous Lack of common systems, directions Capacity Number of staff, resources limiting opportunities Organisations do not have the capacity to manage volunteers e.g. supervision, transport Lack of resource and time Reactive and not proactive Volunteer management is not a core competence of all staff at a supervisory level and above. Health and safety Too risk averse Risks not understood properly 	 Resources and capacity Lack of financial resources – invest in third sector delivery Reduced staff and budgets Volunteers expectation not met – reputational damage Volunteers skills/experience under used Reputation damage Health and safety Risk averse – volunteers and organisation lose out – bureaucracy, Health and safety (H+S) and insurance Litigation if staff not trained, H+S not covered or carried out Liability issues Other Loss of control Jobs Changing political climate/environment Less PR A volunteer workforce may be seen as a threat to employment. 	



Weaknesses	Threats
 Falls short of best practice in volunteering currently Lack of profile Locations distant from volunteer home base 	

3.5.1 Barriers and challenges

Barriers and challenges were similar in some respects to issues identified in the SWOT analysis. These included:

- Finances to resource volunteering activity.
- Capacity of staff.
- Partial resistance to culture change within FES/FCS concerning the importance and value of volunteering.
- For FCS/FES staff volunteering is only one aspect of the wider remit of their jobs and it is not always identified clearly in staff's Forward Job Plans.
- Concerns that the enthusiasm of volunteers may diminish and work might need to be picked up or completed by FES staff.
- How to manage long term and short term volunteering both require different levels and types of resources.
- Getting a critical mass of volunteers in sparsely populated areas.
- Each district deals with volunteers in their own way (this can also be a strength).
- How to share knowledge and experience.
- How best to learn from others there is information and experience in other organisations that deal more with volunteers but how can FES/FCS make the most of this.
- Lack of a dedicated resource can manifest itself in a lack of strategic planning around volunteering.

4. Key questions and decisions

This report outlines the range of woodland volunteering currently taking place that FCS/FES workshop participants are involved in; often in partnership with other organisations. A diverse range of individuals and groups are involved sometimes on a regular basis leading to a broad range of tangible and qualitative benefits for FES/FCS as well as for volunteers and communities.

Volunteering is one aspect of FES/FCS operational activity and while it can learn from other organisations that work more closely with volunteers, staff are conscious that it is only one part of their remit. This may explain why issues of training, guidance, monitoring have been raised as staff find it difficult to keep up with the specifics of volunteering as they carry out their broader job roles.

We suggest that FES/FCS/partners need to consider some important questions and make some key decisions.

4.1 What should FES/FCS future position and direction be?

2011 is both the European Year of the Volunteer as well as the International Year of Forests; both of these provide opportunities to promote and focus on volunteering in Scottish woodlands and provide a forum for FES/FCS and partners to look to the future.

A key challenge (which was also identified by BTCV who evaluated FC England volunteering) is how to bridge national strategic aspirations set out in FCS/FES strategies and policies with local district/conservancy experience, capacity and resources. Should FCS/FES reduce volunteering engagement, maintain the status-quo or increase volunteering? How proactive should the organisation be? A top down one-size-fits-all approach to volunteering will not be appropriate but decisions need to be made concerning the types of volunteering approaches to focus on in different areas, whether to focus on formal or informal volunteering and what should be the balance between facilitating other organisations to manage volunteers and direct delivery. A clear statement of the future position and direction that FES/FCS takes is required so that staff understand the importance of volunteering to the organisation and their roles. There are opportunities to build on the skills of existing staff who are involved in woodland volunteering particularly where it is working well and to identify how difficult issues/problems have been resolved or solved. Lists of examples of good practice could be produced to inform staff and partners.



4.2 Guidance and support

In addition to making decisions on the future position and direction of volunteering within FCS/FES, there is potential to develop a more effective support framework that provides standard guidance and direction for all staff but allows districts and conservancies the flexibility to develop opportunities appropriate to their areas. A central information point could be used to collate current available guidance but should include standard templates dealing with agreements, risk assessments, health and safety, monitoring and evaluation and other considerations. There was also an identified need for guidance on recruiting and managing volunteers (e.g. what could/should be prioritised) and dealing with volunteer requests. Further guidance for volunteers on what to expect from participating in activities would also be useful. Ensuring volunteers know that their contribution is valued is particularly important.

A central point of contact/co-ordinator that can provide advice, directions to relevant guidance, monitoring and evaluation data and who has an overview of volunteering in and for Scotland's forests is a key consideration for the future (see Figure 2). FCS/FES can also usefully learn from and utilise material from other organisations e.g. SNH, BTCV or Project Scotland.

4.3 Monitoring and evaluation

Current data collection on volunteers and volunteering is patchy with some FES/FCS staff collecting data and others either not collecting data or the partner organisation they work with collects and holds volunteer data. It might not be particularly easy for FES/FCS to gain this data from another organisation. For example volunteering in partnership with FES/FCS or on the NFE might be only one part of the volunteer activity taking place within an organisation such as BTCV and they may have difficulty in separating numbers out for FES/FCS. Thus, it is not clear how the national indicator identified by FES/FCS on the number of formal volunteer days will be obtained.

It would certainly be useful to develop an accessible, standard way of collecting and updating data on volunteers and their activities but there should be clarity about what data is most useful, why this data is being collected and how it will be used. There are systems already in place within the FC that could provide a useful starting point such as FCE's education and learning service. Other organisations also have useful monitoring and evaluation systems such as BTCV's management information system. However, the level of investment in a monitoring and evaluation process will depend on the future direction FCS/FES wants to take in terms of volunteering. Good monitoring and evaluation can enable FCS/FES to make informed choices about formal and informal volunteering. In addition to quantitative datasets, case studies of specific volunteering approaches and activities can demonstrate impact and outcomes and the quality of the volunteer experience.

4.4 What counts as volunteering?

There are definitions provided by the Scottish Government and FCS relating to what the term volunteering includes and this report identifies a range of volunteering types based on who takes the lead or where the volunteering takes place. The types of activities identified at the workshops include specific projects/programmes, general conservation activities, biological recording, eyes and ears activity, events, and other activities such as works placements. However, workshop participants debated whether programmes involving work placements, working with offenders, APEX or Branching Out could be counted as volunteering. A key factor influencing if an activity can be considered as volunteering relates to the choice an individual or group have as to whether they participate or not. While celebrating the multitude of volunteering activities taking place in woodlands and the wide range of partner organisations involved, two further questions need to be addressed: 1) is there a need to have a clear statement on what counts as volunteers for FES/FCS with some examples of what is included and what is not? 2) should there be a distinction made between volunteering and 'social programmes' involving different levels of public or corporate participation?

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Volunteering England. 2011. Volunteering impact assessment toolkit <u>http://www.volunteering.org.uk/resources/VIAT</u>

5.1 Useful resources for staff

From voluntary organisations

Forum for environmental volunteering activity (FEVA). <u>http://www.feva-scotland.org/</u>

Legal status of volunteers. VDS. http://www.vds.org.uk/Resources/Legal%20Status%20of%20Volunteers.pdf

Selecting volunteers. Volunteer Development Scotland (VDS) http://www.vds.org.uk/Resources/Selecting%20Volunteers.pdf

Sample volunteer questionnaire. VDS http://www.vds.org.uk/Resources/Sample%20Questionnaire%20-%20Volunteers.pdf

Recruiting volunteers. VDS http://www.vds.org.uk/Resources/Recruiting%20Volunteers.pdf

Recognition of volunteers. VDS

http://www.vds.org.uk/Resources/Recognition%20of%20Volunteers%20Formal%20and %20Informal.pdf

Volunteer Scotland. http://www.volunteerscotland.org.uk/Home/

Supporting communities and environmental volunteering. BTCV http://www2.btcv.org.uk/files/news/file/Supporting%20Communities.pdf

WCVA Volunteering Information Sheets - 14 documents providing details on many of the legal issues of concern to FCW staff http://www.wcva.org.uk/all/dsp pub infosheet.cfm?catid=29&display_sitedeptid=4&display_sitetextid=2108&sub=3

Volunteering England publication: Volunteers and the Law in England and Wales <u>http://www.volunteering.org.uk/VolunteeringEngland/Core/RecordedResource.aspx?reso</u> <u>urce=4D224B2A-CB11-4529-9A95-BA4018209641</u>



WCVA Manual Recruiting Volunteers: a manual of good practice <u>http://iiv.investinginvolunteers.org.uk/VolunteeringEngland/Core/RecordedResource.asp</u> <u>x?resource=4f3c4535726742d182db7bfa41709b6c</u>

Volunteering Resources – legal issues explained in greater detail <u>http://www.volresource.org.uk/moreres/vollaw.htm</u>

Guidance: Equality Act 2010 - Your rights as a volunteer <u>http://www.equalityhumanrights.com/advice-and-guidance/equality-act-guidance-for-</u> <u>service-users/voluntary-and-community-sector-organisations-including-charities-and-</u> <u>religion-and-belief-organisati/your-rights-as-a-volunteer/</u>

Management of volunteers - National Occupational Standards <u>http://www.skills-thirdsector.org.uk/documents/mvnos-full-doc.pdf</u> <u>http://www.ncvo-vol.org.uk/advice-support/workforce-development</u> The youth work sector to deliver more choices and more chances for more young people through a stronger network of volunteers <u>http://www.youthscotland.org.uk/home.htm</u>

BTCV Scotland Community Local Action Network (CLAN) <u>http://www2.btcv.org.uk/display/CLAN</u> provides access to BTCV's insurance scheme providing public liability cover, and discounts to BTCV training courses.

From the Forestry Commission

Volunteer Management on the National Forest Estate: FCS Staff Guidance FCS (March 2007) available from: <u>http://alpacorn.forestry.gov.uk:7777/pls/portal/url/ITEM/2B17F6A293EC0768E04012D3</u> 0980C723

Forestry Commission Scotland Policy Group information note. Policy on volunteering http://alpacorn.forestry.gov.uk:7777/pls/portal/docs/PAGE/ECONNECT/FC%20SCOTLAN D/COMMUNITIES RECREATION TOURISM/VOLUNTEERING%20IN%20SCOTLAND/PINVO LUNTEERINGFINAL15.08.07.DOC

Forestry Commission England Guidance for Working with Volunteers Vicky Myers and Susan Taylor (October 2004) available from: <u>http://alpacorn.forestry.gov.uk:7777/pls/portal/url/ITEM/EEB9782E9E51A3DBE03012D3</u> 0980E7F7

FCE 2007. New Forest Volunteer Ranger Handbook. Vicky Myers and the New Forest Team.

Appendix 1: Workshop attendees

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Highlands and Islands Conservancy
North Highlands Forest District
Forest Enterprise Scotland
North Highlands Forest District
Inverness, Ross and Skye Forest District
Inverness, Ross and Skye Forest District
Lochaber Forest District
Scottish Natural Heritage
Mountain Bothy Association

Inverness Workshop 12/11/2010

Dunkeld Workshop 15/11/2010

	-
Kirsty Cathrine	Central Scotland Conservancy
Andrew Jarrott	Galloway Forest District
Julia Truscott	Moray and Aberdeenshire Forest
	District
Calum Murray	Moray and Aberdeenshire Forest
	District
Alex Easson	Tay Forest District
Anne-Marie Ford	Cowal & Trossachs Forest District
Robert Fraser-Binns	Cowal & Trossachs Forest District
Mike Strachan	Perth & Argyll Conservancy
James Ogilvie	Forestry Commission Scotland
Kevin Lafferty	Forestry Commission Scotland
Marcus Sangster	Forestry Commission Scotland
Derek Shannon	Scottish Lowlands
Fred Conacher	Angus Local Authority

Edinburgh Workshop 17/11/2010

Julia Duncan	FEVA and BTCV
Ross Preston	Forest Education Initiative
Susan Watt	Project Scotland
Scott Ferguson	Scottish Natural Heritage
Zoe Morris	Loch Lomond and Trossachs National
	Park
Vicky Fyfe	Scottish Association for Mental Health
Linda Moorhouse	Cree Valley Community Woods
Lisa Brydon	Borders Forest Trust



Siobhonn Currie	Volunteer Centre South
Jane Begg	West Lothian Council
Romena Huq	Forestry Commission Scotland
Gibb Wallace	FES Dumfries and Borders Forest District
Andy Wardman	FES Dumfries and Borders Forest District
Karen Boyd	Forestry Commission Scotland
Andy Gallacher	FES Scottish Lowlands Forest District
Gordon Harper	FES Scottish Lowlands Forest District
Jenny Crick	FES Scottish Lowlands Forest District
Iain Laidlaw	Forestry Commission Scotland
Helen Watt	FES West Argyll Forest District
Ian McKee	FES West Argyll Forest District
James Ogilvie	Forestry Commission Scotland
Stan Corcoran	FES Galloway Forest District
Lyndy Renwick	FES Galloway Forest District
Sally York	Forestry Commission Scotland
Jeremy Thompson	FES Scottish Lowlands Forest District
Richard Deboys	Forestry Commission
Roddy McTavish	FES Scottish Lowlands Forest District
Tom Wallace	FES Scottish Lowlands Forest District

Appendix 2: Current FES/FCS/partner volunteering activities

Workshop participants filled in flipchart sheets with the following information. Not all columns were completed. Not everyone had all the information they needed with them or had the time to add everything. However this does provide an idea of the range of volunteering activities taking place that have some link to FES/FCS and partner organisations.

organisations.					
What volunteering activities?	Where? National Forest Estate or	Who? Types of volunteers.	How many, how often?	Data collected?	Management agreement?
	other				
Inverness workshop					
Mountain Bothy (MBA) Association carries out work on 6 properties on NFE maintaining unlocked shelters. MBA are tenants.	NFE (properties in Cowal and Trossachs (2), West Argyll, Lochaber and Galloway).	Various	Approx 10 volunteer days per year for low level maintenance and occasionally more work is needed for any major refurbishment.	Yes	Tenant agreement with FC.
Heritage restoration work with BTCV e.g. scrub clearing away from ancient ruins	NFE	Various	Occasional		Contract with BTCV.
Work on rural skills programme to develop the skills of High School children. School pupils visiting to carry out traditional skills, fence making and path building. The school classes this as volunteering.	NFE	School children	1 afternoon per week through term time. 1 teacher and 4 pupils. A staff member does the teaching.		Agreement between FCE and school.
Lots of community woodland groups who do volunteer but enthusiasm often wanes and FC have to pick up pieces.		Various			
Placement students from the forestry college in Inverness Carry out office work, GIS, fieldwork.	Indoor and outdoor	Students	Very small number but might come for anywhere between 2-12 months for 1 or more days a week. Have had 3 vols so far.	Treated like an FCS employee but classed as a volunteer.	
Health walks as part of 'Step it up highland'.			1 a week with 4-8 people		
Trees for life Conservation work in Glen Affric and other high profile Caledonian pine/native woodland	NFE	Various	17 to 24 weeks/year on FC land in IRS and Lochaber FDs. 5 day weeks. Up to 10 participants/week/.		They have had a partnership relationship with FCS for 20 years. They are now at the position where their



What volunteering activities?	Where? National Forest Estate or other	Who? Types of volunteers.	How many, how often?	Data collected?	Management agreement?
sites, such as Kinloch Hills. Trees for Life is a registered charity. The volunteering package has developed over at least the last 10 years. Each week can take 10 participants. TFL offer conservation holidays; therefore you could argue that this is not true volunteering. However, as participants can opt to pay part, or all of the cost of the place on the week (see web site), TFL do end up subsidising the total cost of the place on the week (see web site), TFL do end up subsidising the total cost of the programme. They attract people from all over the UK and have had people come in from abroad as well. These people come from a range of different backgrounds. TFL has also worked with specific groups of adults from different social support units (alcohol, domestic violence, etc), but you are best contacting them direct for details of this. TFL gives people the chance to work in a great environment, making a positive contribution to conservation of the Caledonian pinewood resource, whilst also meeting like-minded people and improving personal knowledge and confidence.			Each volunteer group has two work leaders. Work leaders given 1 week training and FCS involved in this.		work weeks are treated as any other mainstream contract (OGB3). Also have a concordat.
APEX 13 week placements.	NFE	It's a service delivered to individuals by APEX . The individuals are subject to community sentences.	1 supervisor in a team of 2-3.		FCS Agreement with APEX.



What volunteering activities?	Where? National Forest Estate or other	Who? Types of volunteers.	How many, how often?	Data collected?	Management agreement?
		Those who have offended, have mental health problems or drug issues.			
Take school children who apply for work experience.	NFE	School children	1 week		
As part of rural schools programme have children who work with FES squad.	NFE	School children	1 day a week about 4 pupils.		FES agreement with school.
Biological recording. FC staff member will decide what is needed. FE also manage some of the Wildlife Trust WATCH groups.	NFE	Those with interest			
Dunkeld workshop					
Cowal and Trossachs FD Two main partnerships RSPB – joint post with RSPB and FES. The volunteers are signed up as RSPB volunteers. This is a 7 year partnership.	NFE	Very mixed range of volunteers. They have been getting more enquiries this year.		Numbers of volun-teers Number of hours When they volun-teered collected by FES staff. member Numbers collected to report to steering group, water vole project and RSPB as funders.	RSPB partnership agreement.
Cowal and Trossachs Forest District, Royal Zoological Society, SNH, Loch Lomond and Trossachs NP and Derek Gow Associates. Two year partnership. Registered as National Park Volunteers. Carry out water vole project, surveying. The volunteers are trained to carry out the work.	NFE	Very mixed range of volunteers		Numbers of volun-teers. Number of hours When they volun-teered. Information is collected by Anne Marie which is also requested quarterly by National Park Vol Manager for their records.	MoU with water vole steering group.
Cowal and Trossachs FD Direct volunteers with	NFE	Very mixed range of volunteers.		Numbers of volunteers Number of	For direct volunteers: Standard letter/contract with



What volunteering activities?	Where? National Forest Estate or	Who? Types of volunteers.	How many, how often?	Data collected?	Management agreement?
the district – regulars that attend once a week.	other			hours When they volun-teered Collected by AM.	regular single volunteers. For short term volunteers FC use the forms they use for events.
Moray and Aberdeenshire FD Lots of Friends of Groups and Woodland Park Associations. The main ones are: Scotley Woodland Park Association Dunattar WPA – long standing group engaged. In a review of WPA's Scotley was recommended not to be a WPA anymore. Friends of Durris and Friends of Durris and Friends of Dunlethen - Some of the groups have community councils involved. J attends the committee meetings. Sometimes the groups do their own activities rather than ask FC. She would prefer it if they asked what to do. One of the groups has a bid into Forestry for People.	NFE FCS formed the associations	Retired or very motivated individuals. They struggle at present to cater for students and young people.		No data collected. Have recently asked one group to provide information. This information is not requested in the same way as the FCS education policy lead asks for education information every quarter.	MoU with groups. Each group has a constitution and some have management strategies. A ranger developed a contract that volunteers can sign.
Branching out - See KC's presentation. Some of the participants in the project are doing volunteering work and some are not. Some of the volunteers have written a case study or explained their experiences to new clients.	Local authority woodland and leased land from LA.	Mental health patients registered with mental health services.	9 groups per year and 12 people in each group.	Data is collected and a detailed evaluation has been undertaken.	Partnership agreements with each Mental Health Service which includes policies and procedures. Have had data protection difficulties now resolved to do with data sharing on referral forms. Have evaluation agreements with Mental Health Services WoSRES (West of Scotland Research Ethics Service) agreement – have not needed to go through an ethics application as the research is



What volunteering	Where? National	Who? Types	How many, how	Data	Management	
activities?	Forest Estate or other	of volunteers.	often?	collected?	agreement?	
					classed as evaluation. NHS lawyers have been involved.	
Galloway FD Cree Valley Community Woodland Trust.	NFE and private land.	Students through to the elderly.		Cree valley record volunteer hours and name of volunteer.	Cree Valley – partnership agreement with number of landowners e.g. FC and private. Run volunteer programme.	
Galloway FD Community Woodland trusts – they meet with planning foresters and recreation rangers to agree work tasks.	NFE	Students through to the elderly.		No data collected.	Some sort of formal agreement.	
Galloway FD Project Scotland	NFE	Project Scotland works with unemployed young people.		Detailed record keeping with Project Scotland.	Contract with DWPs and 6 month contracts with the young people.	
Angus Council (not working in partnership at present with FC). Works with the Volunteer Centre. Has found this very useful as VC get enquiries from volunteers. They provide lunch for vols and transport them to sites as well as spending the day with the vols as they undertake their activity. The VC are well funded and well developed and provide a service to the council. The volunteers carry out a range of tasks such as brashing, wildlife flower seed collecting, litter picking. Sometimes Fred is able to use the countryside ranger service of the council to deliver volunteering activities. Events are run such as tree planting that attract the scouts, guides, Friends of the Earth.	Local authority woodlands	Very mixed range of people		Labour hours have started to be collected over the past few months and numbers of people. The reason for this is in antic-ipation of having to try and secure future funding.	Has informal agreement with the VC – important to keep it simple. Community Woodlands Association have standard forms for trusts, PLCs and friends of groups and useful to use them.	



What volunteering	Where? National	Who? Types	How many, how	Data	Management
activities?	Forest Estate or	of volunteers.	often?	collected?	agreement?
Peregrine wildwatch manning of visitor centre –maintenance tasks admin, RA for walk programmes (depends on experience).	other Moray and Aberdeenshire FD.	Retired Students from SAC. Local bird enthusiasts Mental health individuals Children	20 at start, 12 at end of season. Easter – Sept.	Numbers somewhere – not amalgamated (diaries for site no formal system).	FC only Guidance. Volunteer agreement between FC and vols (basic) RA (manage like staff).
Working with Scottish Association of Mental Health – forest maintenance, litter, brashing, tree planting.	Moray and Aberdeenshire FD	SAMH – manage that site.	12-15 people, 2-3 days per week.	Numbers some-where – not amal- gamated (diaries for site no formal system).	Contract (not quite) MoU give SAMH £10K to run the programme give them R.A. and lots of jobs for vols to do.
Friends of groups – path building, litter picking, fund raising.	Moray and Aberdeenshire FD			Numbers somewhere – not amalgamated (diaries for site no formal system).	Different agreement, community agreement partnerships.
FC and SNH colleague Tentsmuir. Some come from Elmwood and then get in touch afterwards to continue volunteering. Other individuals come on their own.	Tentsmuir, Tay NNR		Tuesday 3 people. Demand so great opening it up to Thursday.	Numbers somewhere – not amalgamated (diaries for site no formal system). Easy to get for individuals but how to get for large anonymous groups.	Elmwood – volunteer agreement for summer placement (SNH/FC). Use same R. A.
Fairbridge – supply with site minimum input from FC. Dundee college – giving young people skills. Prince's Trust. Elmwood college students who carry out surveys. NNR – biodiversity monitoring. Honorary warden patrolling.	NNR		SNH have numbers.	2.2262.	No permission they get in touch. Inform others on site.
FC with SNH User group Ladybank forest users who do odd jobs in the forest.			2-3 organise litter picking. 45 members.		Concordat. Guidance OGB42 Huntley agreement.
Network of ladies –	NFE	Mainly women			
eyes and ears RFS Aberfoyle osprey project all year partnership with RSPB. 50%	Aberfoyle	Retired (durin,g the week) Holidays – students,	RSPB recruit members 10-15 full time a week – 1 day a week.	Yearly evaluation from vol on "is there anymore	LP agreement between 2 organisations Volunteer work place RSPB (FC) vols.



What volunteering	Where? National	Who? Types	How many, how	Data	Management
activities?	Forest Estate or other	of volunteers.	often?	collected?	agreement?
RSPB/FC. David Marshall Lodge Interact with people, education at local school etc.		Interested members of RSPB, School students, People who approach FC. Volunteers mentor new volunteers. Vol manager acts as supervisor. Vol develop- ment (gets paid)		you'd like to do"? RSPB collects person details. Data goes into VMS run by RSPB.	Appraisals 6 month probation period. Guidance: RSPB provides volunteer training, volunteer manual 'working with vols', volunteer development officer. Mix and match also using OGB42.
RFS Network of ladies – eyes and ears					
(there are 3 community rangers in district) APEX Scotland – funding from Forestry for people central Scotland conservancy. Offenders project getting people back into work. Windyhill (WIAT) – site preparation, planting, fencing, scrub renewal.	Windyhill – trial site Deviller? (Fife) APEX Scotland (Inverness).	Offenders	12 weeks – 8 people/clients (4 paisley and Greenock) 2 apex staff, 1 work supervisor – funded by Conservancy (Apex and challenge fund) Paid to work for APEX. Most serving community service orders.	Diaries Beat diaries – date, details of visit. Filing folder Risk Assess- ments AFAG.	AFAG R. A. Background referral process, Joint risk assessment with APEX Scotland, Partnership agreement with FC, National agreement with APEX.
3 volunteers on site	Windyhill	Local people - residents	Female – dog walker patrols 4 times a week Male- picks up litter, record wildlife (usually Sundays) Male- assists with site management.	Site diary	Not yet (beat-district-national) Not badged – this is where agreement would be important.
Series of Friends of groups Woodland warden volunteers – There are paid wardens- should there be volunteers?	What's our position on volunteering? Need to agree our position. It is not just operational. We have had a lot of requests for non- operational volunteering. We are already exposed to H&S and R.A. We can continue to ignore or agree. We need to put our house in order. There is a caveat and that is the concern that if we open the			No over- arching data collected. Very much depends on staff involved. No systematic operational procedures. Some of the 'paths for all' procedures used but not systematic. There is an	BTCV, RSPB, NTS, Ageing well, Paths for all – some staff using their policies and training No formalised training course apart from 1 day course. No formalised supervision – staff are left to get on with it. No branding e.g. clothing. Should there be branded clothing? See National trust.



What volunteering activities?	Where? National Forest Estate or other	Who? Types of volunteers.	How many, how often?	Data collected?	Management agreement?
	floodgates, if we formalise volunteering we are endorsing demand. We need to tell the public what our position is. We still have to get our baseline.			appetite to take forward ways of managing vols. Some prog- rammes are stopped because of concern of risks to staff	

What volunteering	Where? National Forest Esate/other	Who?	How many	Data collected?	Any agreements
activities are you involved in?	region	Types of people involved	people, how often?	conected?	with partners
Edinburgh workshop	region	involveu	Onterna		
Planned volunteer motivator for branching out programme.	FC Branching out sites in Glasgow garscaden woods cathin braes cormuoch woods.	Working to recruit from past participants (individuals with mental health problems.	1 or more people for 5 hours, 2 per week.	How many recruited How many hours delivered Training delivered - mental well-being - physical activity - safe talk - health and safety Outcomes	Volunteer agreement with volunteers.
Community leadership project	NFE, NNE, National Parks and other	Black and ethnic minority community.	16 participants on year long programme.	Learning outcomes and impacts of community projects.	Funding agreement between SNH and ???. Partnership agreement with core.
Dumfries and galloway national scenic areas	Private land, NGO reserves, SNH, NNRS, NFE.	Anyone retired men and women. Unemployed, rehab users, NSF mental health, ARC disabled groups, NHS support groups.	About 50 names on mailing list but really 20 core volunteers	Age, sex, employment, number of hours, activities.	Council, RSPB, FCS, SNH, WWT, community councils.
Trail building (mountain bike)	Dumfries and borders FD Dalbeattie and AE forests	Local individuals Mixed ages	Monthly 10-15 volunteers 30 on volunteers list.	Age – contact details Medical conditions Who turns up and when.	Partnership agreement
Dalbeattie forest community partnership - pond building, management of small areas.	Dalbeattie	Local older age group	20 in group	Group collect data, Forest District does not	None
Single volunteer who litter picks and reports	Windy Hill (SLFD)	Local resident	1	None other than contact	None



What volunteering	Where? National	Who?	How many	Data	Any agreements
activities are you involved in?	Forest Esate/other region	Types of people involved	people, how often?	collected?	with partners
(eyes and ears) back on site condition	region	IIIVOIVeu	ontent	details.	
Scottish Business in the community (SBC) - practical projects - litter clearance - habitat manage- ment	Easterhouse Drumchapel (SLFD)	Business CSR groups - mixed ability - mixed age	10-7 50 6 times per year	SBC collect data on group, both qualitative and quantitative. This is passed to the FD.	Permissions
Restorative Justice	Caron Valley (SLFD) - possibly across the district in the future	Community service volunteers All ages and range of diversity	5-7 in group visit on a weekly- monthly basis.		Permission
Working with difference programme (Edinburgh and Glasgow based programmes)	Edinburgh and surrounds Glasgow and Clyde Valley.	Black and minority ethnic volunteers.	Monthly meetings and partnership activities between these.	Participation in meetings and spin off activities.	Partnership agreement between FCS and FEVA.
Volunteer walk leaders. Community gatekeepers. Doing outreach work within their communities (mosques, creche, temples etc)	From their own home. On council woodlands in central Scotland.	 BME women Faith leaders People with disabilities Community gate keepers 	Whenever needed for specific projects. Walk leader: once a month leading but contact with groups more often.	Basic health and safety information on community volunteers. - Time sheets - age, gender, informatio n as required by funders	25 year management agreement with partners e.g. FCS, RSPB, D&G council, private landowners.
Volunteer from disability group willing to be involved in informal training with FC staff looking at access.		Socially excluded groups i.e. Aspergers, learning difficulties - youth groups - schools - unemployed - retired	Average of 8 community volunteers on regular weekly volunteer events i.e. Wednesdays - activity and resource centre (bespoke projects) 16 - youth groups 10/annumn ? - Schools - Aberlour childcare trust 10?		
 Treefrest partnership running treefest events (with FCS support) assisting FCS events e.g. shows Partner events 	Treefest Borders NFE, community or private woods (e.g. Buccleauch and other smaller private estates.	Foresters Environmentalists Community activists Interested individuals.	20 people approximately 10 days per year.	Sporadic	Mostly informal with some Forest Design P funding agreements.



What volunteering	Where? National	Who?	How many	Data	Any agreements
activities are you involved in?	Forest Esate/other	Types of people involved	people, how often?	collected?	with partners
(treefest badged)	region	Involved	often ?		
 Woodland management planting removal of conifer regeneration making, siting and cleaning nest boxes removal of deer fencing 	Dumfries and Galloay Galloway Forest Park	?	?	?	?
Regional forest forums (advice)	South Scotland RFF Mostly indoors but relating to private and public woods (visit some woods/sites to provide advice).	Professionals e.g. timber and tourism, business, environment e.g. fisheries, native woods, social e.g. community, health.	15 people x 10 days	Not formally	Yes
Borders Forest Trust volunteers	Borders region community woodland sites – private or council land or common land.	Young Unemployed Retired Ex offenders Mental health issues Graduates that are unemployed College referrals Physically disabled Autistic ADHD youngsters Community woodland committee members are all volunteers.	Average 10-12 volunteers once a week (every wed) 5 trainees once a week. Then 4 training courses in the 6 month period they are with me.	Various spreadsheets for different funders: name age ethnicity disability over 25 under 25 site what is done also voluntary contribution hours Lantra certifications MV awards.	Local colleges, Borders council ways to work, APEX borders, Volunteer centre, borders SAMH.
Scottish Lowlands District Basic woodland management - tree planting - path work - drystone - brashing - scrub clearance	NFE		?		
Project Scotland	Galloway	16-25 disadvantaged Usually NEET group.	12 per year 12-50 per year.	Lantra records Mentoring Self assessment PS records.	Loose MoU PS (Project Scotland) contract partnership with FCS.
FEI Forest School outdoor learning.	Argyll	LA, FC, Active Schools.	8/week	none	Verbal agreement.
Dark Skies	Galloway FD	Wigtonshire astronomical centre.	3 events/month?	Passed on from WAC FC- who came, demo- graphic info.	?
Cycle track	NFE Argyll	Mid Argyll cycle club.	Up to 10 in the		?



Forest Research Volunteering in Scotland's forests

What volunteering activities are you	Where? National Forest Esate/other	Who? Types of people	How many people, how	Data collected?	Any agreements with partners
involved in?	region	involved	often?		
maintenance			summer.		
Hospital staff managed	Larbert FC	Staff NHS patients.	20-30 per time every few weeks.	Beat folder	NHS Master Plan and management agreement.
Community groups - Forest block management. Creetown, Bellsbank, Stranraer.	NFE	Retired, Unemployed, Various groups.	10-15, 6-8, 12-16, Monthly, meeting with minutes.	Appendices to agreement, Other events.	Management agreement, Draft MA.
Branching out.	Greater Glasgow	People recovering from mental illness.	12 weekly for 12 weeks.	Conservancy recorded.	?
Cree Valley Community Group.	Cree Valley	Various	10-12?	Records of work achieved.	MA
Scottish Beaver Trail (FCS host partner). Trail volunteers help with carrying out field monitoring.	NFE	Various local community people.	3-4 people once a month.	?	Agreement with SBT.
Forest Education/Kind- ergarten project – Volunteers out on educational session and community linked education projects.	Central Scotland area Variety of local woodlands – private, LA and NFE.	Parents, educational staff, community, students. Voluntary sector	Various from group to group. Approx 4-6 people once a week for 12 weeks	?	Partnership agreement with groups.
Black grouse recovery group survey.	Both	Retirees, Public sector, employees, Local birdwatchers.	April to June 8-10	Sightings and reporter.	District – informal Conservancy – MoU.
Brashing, Tree planting, Ditching, Beating up,? Tree tubing, Fencing, Path building, Dry stone, Dyking, Tree felling.	NFE Galloway Forest Park.	Young people aged 16-25.	Up to 70 at any one time. Full time for up to 12 months.	Personal data on volunteers. Training/ tasks completed. Work completed e.g. no of trees planted. Project evaluation (volunteer perspective). Outcomes for volunteers.	Partnership agreement.
Litter picking, Path building, Tree planting, Vegetation, clearance Drystone dyking,, Pond creation, Fence making, Wildlife monitoring, Conservation tasks, Guided walks/talks,	WIAT woods, Stirling, Clacks, West Lothian, Councils. Woodland Trust Legal advice	Guides, air cadets, scouts, Fife air cadets, Young people, Interested adults, Local groups, FJ Fund. Groups with special needs,	Ad hoc events (see report) 10 people x 6 months. 4 days per week 6 people x 1	No's vols Approx vol days Training, CV, Lantra, Vol outcomes.	WIAT funding contract FCS Leader fund contract.
Historical research, Filling envelopes.	Marketing advice Trustees.	(supported), Enable vol ? WT members,	week 2 people x1 week	Timesheet.	Enable.

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What volunteering	Where? National	Who?	How many	Data	Any agreements
activities are you	Forest Esate/other	Types of people	people, how	collected?	with partners
involved in?	region	involved	often?		
		Local experts, Interested individuals,	2 years 2 days/week.		
Volunteer trail building	NFE – Glentress, 7	Corporate. 8-60s (mostly male).	15-25 vols	Attendance,	FC led activity.
Trail fairies.	Staines.		fortnightly 25-30 sessions/ year Saturday morning.	age, location, tasks/works/pr ojects completed. Accident data gathered. Staff input 1.5 days per fortnight. Approximately 10% of trail management programme completed with trail fairies. Work has to be done with or without volunteers. Estimate 2006-10 6K vol hours =	
Loch Lomond and the Trossachs National Park. Practical conservation tasks delivered through quarterly programme of projects - conservation e.g. biodiversity monitoring, - visitor experience e.g. path maintenance, - Drivers – driving people to projects, - Newsletter volunteers (6 monthly publication), Want to develop volunteer rangers next year with a minimum commitment of 2 days per month and training and induction	LL&TT N. Park area Mixture e.g. FCS, SNH, Private owners	Mix of social backgrounds. Equal male/female split. They try and accommodate different needs.	200 registered volunteers Number of vol days (but don't know how many are regular) 15-20 projects with 2-12 people on each (5 on average),	£35K. Developing a volunteer database this year – to make it easier for rangers. Rangers deliver the service, they are asked to evaluate the project – 75 evaluations completed last year 2,500 hours of volunteer time, ANPA want to start recording vol data on a GB basis – but agreement across all the NP's may be difficult	Interested in producing partnership agreement. Spoke to solicitor about the need for this, who suggested that a formal agreement was not needed – a conversation backed up by email was enough. Cover travel expenses for vols. Lots of other volunteering going on in the NP that is not in Zoe's remit e.g. community groups, development trust, rural interest groups, Fjf, access from JMA's etc etc.
Scattin April 2011. Scottish Lowlands FD Training programme for young unemployed.	NFE but not exclusively for both projects.	Young unemployed – primarily male.	6 month period 4 taken on and 4 will be taken on every 6 months.	£130,000 costs of 12 trainees for 18 months (they	Fauldhouse Community Development Trust is lead partner



What volunteering activities are you involved in?	Where? National Forest Esate/other region	Who? Types of people involved	How many people, how often?	Data collected?	Any agreements with partners
Employed by Fauldhouse Development Trust. Living Solutions is delivering the training (they have Leader Plus funding, match funded with DWP funding, FCS contributing 10K for a year) Also 20 trainees in south Lanarkshire Wise group – third sector org have been contracted by South Lanarkshire Council Wise group have own training provider and are a reasonably big set up. FCS has contributed £20K for 1 year Total cost estimate at approx. £100K.				get paid the minimum wage). There is a contract with the training provider (Living Solution) to deliver some of the management work £10K approx). Physical and social outputs collected (a standard format would be of use) Permissions system used.	FCS providing materials, estate, specification. Contract between development trust and living solutions Partnership agreement. Service Level Agreement in place for the Wisegroup.