

Volunteering Update Report 2025

1 Summary

1.1 This report presents our volunteering update for 2025.

Recommendation a Members note the Volunteering update for 2025, as that: shown in Annex 1.

2 Background

- 2.1 We are committed to ensuring our people including volunteers play a key part in the Authority's success and this report is part of a series of people related papers that highlight performance in certain key areas.
- 2.2 Our Volunteering team work with Line Managers to ensure that all volunteers have a positive and meaningful experience whilst also contributing to the success of the National Park, its partners and associated aims and objectives.
- 2.3 Every year we will be producing an annual report which highlights the progress against the volunteering strategy and sets out priorities and actions for the coming year. The Volunteering report for 2025 is in section 14 of this report.

3 Policy Context

- 3.1 We recognise that we have a legal and moral duty to provide safe supporting working environments for our volunteers with a positive Authority culture.
- 3.2 Volunteer wellbeing and satisfaction are one of our highest priorities and complementary to everything that we do. Effective management of this is recognised as contributing to overall Authority performance.

4 Options

- 4.1 You can:
 - a) note the content of the report, or
 - b) ask for further information to be included in the report.

5 Proposals

- 5.1 It is recommended that you note the content of the report.

6 Stakeholder Consultation

- 6.1 The Head of People and Organisational Development and the Volunteering Team Leader monitors the Volunteering Key Performance Indicators monthly through the Authority's Performance Indicator System. This is also reported quarterly in the Service updates available to members and the rest of Senior Leadership Team including Executive Board.

7 Demonstrating Best Value

- 7.1 The production of a Volunteering Report is beyond best practice for large organisations and public sector bodies. The report can be used for benchmarking and demonstrating good practice and assuring Members of strategic direction.

8 Finance Considerations

- 8.1 There are no financial implications in respect of this report. We ensure that sufficient resources are made available to provide for a safe working environment.

9 Risk

- 9.1 The report highlights how we manage the volunteer workforce within the Authority, including the work around policy development, role specific training and health and safety reporting.

10 Legal Considerations

- 10.1 It is best practice for organisations to have a people function and competent line managers with the skills, knowledge, and experience to be able to recognise and manage issues in the workplace and help put sensible controls in place to protect workers and others from harm.

11 Human Resources

- 11.1 The Head of People and Organisational Development has overall responsibility for the volunteer workforce, its practice and policy.

12 Diversity Implications

- 12.1 There is a continuing need to ensure we provide safe environments for all people to be part of the Authorities volunteering programme. The Volunteering Strategy has numerous actions to broaden the volunteering offer to individuals of all backgrounds.

13 Sustainability

- 13.1 The work of the volunteer workforce directly contributes to numerous environmental aspects for example, path maintenance of the Rights of Way and archaeological works.

Background Papers	None
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Responsible Director	Gavin Capstick / CEO
Date Written	8 th May 2025

14. Volunteering Report 2025



Lake District National Park Authority Volunteering Report 2025

Introduction

Volunteers contribute a significant amount to the work of the Authority with over 33,000 volunteering hours logged in 2024. In addition to the value of tasks undertaken, volunteers are an important part of the culture of the National Park, sharing their passion for its places and people.

Volunteering relies on people wanting to be involved so maintaining a structure which allows volunteers to have enjoyable and rewarding opportunities and to feel valued for the time they give is vital. The traditional structure of the volunteering programmes has been impacted over the past 5 years due to shifting organisational needs through the Covid pandemic and beyond, changes to staff structures, capacity and priorities and changes in the volunteer cohort and wider society. At the beginning of 2025, we are one year into a new strategy aiming to assess how we currently work with volunteers, to ensure we have the basics of good practice and functional systems in place and to establish how volunteers can continue to be a vibrant part of our organisation into the future.

The Authority's 2025 Volunteering Report reflects a year of continuous service improvements and progression against the renewed 2024-2026 strategy. This report provides insights into the achievements against set milestones whilst also presenting the volunteer feedback from our 2025 Volunteer survey.

Executive Summary

The 2024–26 Volunteering Strategy sets out the Lake District National Park Authority’s (LDNPA) plan to embed volunteering more deeply across the organisation. The strategy focuses on five strategic objectives: 1. Reviewing the purpose of volunteering in the organisation, 2. Enhancing volunteer engagement and experience, 3. Strengthening community engagement, 4. Increasing volunteer contribution to environmental goals, and 5. Maximising partnership potential.

The first year of implementation focused on re-establishing a solid foundation post-COVID and considerable progress was made on Objectives 1–3. Key achievements included restructuring the volunteering team that enabled volunteers to receive quicker responses to enquires, recruitment and problem solving. The Volunteering Strategy Group was instated to provide strategic oversight, and cleansing volunteer data to ensure accuracy and transparency. The team also revitalised communication channels and improved the user experience for volunteers through updated newsletters, events, and feedback mechanisms. While volunteer numbers initially declined due to better data accuracy, retirements and volunteer ill health, the service is now better placed to grow sustainably.

Community engagement has begun to show tangible results. The guided walk programme and Young Rangers initiative have both expanded, contributing to inclusivity and public engagement. However, clarity is still needed on the role of volunteers in visitor services, which has been identified as a priority for year two.

Volunteer feedback has been positive, with 84.8% of respondents saying they enjoy volunteering with LDNPA, and nearly 90% feeling their role is rewarding. Areas for improvement include development opportunities and more consistent communication and induction processes.

In its second year, the strategy shifts towards growth and environmental impact. Priorities include completing any outstanding year one foundational work, improving the volunteer journey, expanding youth and community volunteering, and beginning implementation of objectives focused on nature recovery and partnerships. This includes aligning volunteers with climate and conservation initiatives and exploring shared platforms with partners. The overall aim is to create a more impactful, inclusive, and strategically integrated volunteer programme that delivers benefits for both the Park and its communities.

Our Volunteers

The Authority has a broad range of volunteer activity across various functions and areas of the National Park. Below indicates the metrics of volunteer activity.

Number count of registered volunteers	474
Number of volunteers active in 2024 - 2025	81.5%
Volunteers' numbers by area	
Archaeology	72
Brockhole	36
Communications	8
Fix the Fells	158
Navigation Trainers	9
Guided Walk Leaders	72
Information Centres	17
Ranger Services	149
Lake Rangers	37
Young Ranger Leaders	9
Total volunteer hours 2024-25	34,167
NP family indicators metrics this equals 4556 days with value of £455,600	

Table 1. Current Volunteer Metrics

2024 – 26 Volunteering Strategy

This strategy aims to align with, and ensure volunteering supports, LDNPA and Lake District National Park Partnership's priorities. The five key outcomes of the Partnership's management plan are:

- Vibrant communities and prosperous economies
- Adapting to Climate Change
- Nature recovery and the future of farming and forestry
- A Lake District for everyone
- Sustainable travel and transport

Volunteering can and does support all these outcomes and they continue to provide a focus for the future. There are five key areas of the Volunteer Strategy.

1. Review of Volunteering's purpose in the organisation
2. Volunteer Engagement and user experience
3. Community Engagement
4. Volunteering for environment and nature
5. Maximising potential of partnerships

Within each of these five objectives are several actions ranging from short term to long term projects aimed to achieve the ambition set in 2024.

Strategy Progress to date

The first year of this ambitious strategy was focussed on rebuilding the service following the challenges during and post COVID. As shown in Annex 1, Reviewing Volunteering purpose within the Authority was the primary objective to ensure that any service growth was built upon functional and efficient policies and processes.

Reviewing the immediate team structure has been the initial priority. The team has now been at full staffing capacity since 2024 and have demonstrated in the progress already made a desire to improve the experience for volunteers. Governance structures have also been reintroduced with the Volunteering Strategy Group (formally known as the Volunteer Leadership Group and is a group of officers and members that oversee the strategic direction and progress of the volunteering service), providing guidance, direction, and accountability to the development of the service. Whilst there is further work to be completed with this element it is a positive step to see Volunteering embedded within the organisation and Member involvement and oversight.

Objective 2 'Volunteer engagement and user experience' is where significant progress has been made by the team to data cleanse volunteer information and present a clear and accurate picture of our volunteer workforce. Whilst our reporting numbers of active volunteers has decreased due to the removal of inactive volunteers from our database, we can now establish an accurate number of volunteers able to or performing duties.

The user experience is also where the volunteering team have allocated a lot of team effort. Establishing or re introducing clear communication channels including various newsletters that keep volunteers up to date with Authority and volunteer service news and post new volunteering opportunities. The database has also had significant investment to ensure usability is clear and opportunities available to those who qualify for them.

How volunteers feed back to the team has also seen significant changes including the reintroduction of the volunteer survey, an anonymous feedback/suggestion form, regular drop-

in sessions with the team, a regular volunteering day and increasing presence within social media.

We have some outstanding objectives that are becoming a priority which include revising all our volunteering policies and handbooks and designing a method in which volunteers either have presence at or feed into the Volunteer Strategy Group.

Our third strategic objective is 'Community Engagement' and the team have begun to see progress within this area although recognise that many actions for this area are within the year 2 and 3 of the plan. The team have revitalised both the Outreach Guided Walk Programme and the Youth Ranger Project.

The Guided Walk programme offers free volunteer led guided walks to the public aimed to provide guidance and confidence to people who have limited experience walking in the Lake District, a primary contributor to our 'Lake District for Everyone' objectives. The walks are continually growing in popularity. The Young Rangers has seen incredible success and growth over the past 12 months increasing to 774 hours of Young Ranger activities in 2024-25 alone. The Young Rangers provide valuable assistance to our Ranger teams whilst also beginning to build our Rangers of the future.

We have not seen the growth or clarity emerge for how volunteers could help support our visitor management however following the changes within Visitor Services over the previous months we will use this opportunity to gain firm clarity on the voluntary roles required to support Visitors. This outstanding action will be a priority as we come to the beginning of our second year within this strategy.

Overall, considerable progress has been made and established solid working practices for our current volunteer offer that enables us to now build upon, and both grow our current volunteering workforce whilst also introduce new opportunities. Resetting the basics has offered current and new volunteers a more professional and meaningful experience.

Volunteer Feedback

Whilst the volunteering team push towards the ambitions set within our strategy, the Authority needs to ensure volunteers agree, understand and are happy with both the direction and the time in which they spend in their voluntary role.

In December 2024, a volunteer survey was sent to the 500 volunteers registered on the LDNPA database and 42% (210 volunteers) submitted a response. The overall feedback was positive with detailed and thorough actions outlined in Annex 2 'Volunteer Survey Feedback'.

The response to the survey is outlined below in table 2.

Question	Response
I feel valued as a volunteer	82.3%
Volunteering opportunities are rewarding, and I feel I am contributing to the National Park	89.6%
I am happy with the support I am given by my supervisor	78.7%
I am happy with the opportunities for development and training within my volunteering role	66.7%
I know where to go to get all the information relevant to my role and support with administrative queries	87.2%
Communications are regular, informative, and relevant to my volunteering role	72.8%
I am comfortable with the culture and behaviours of staff and other volunteers and would feel able to raise and resolve any issues	83.3%

I enjoy volunteering and would recommend our organisation as a good place to volunteer	84.8%
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Table 2. Volunteer survey responses

The feedback received provided insightful lessons learnt for future surveys including providing an option for volunteers to answer in relation to secondary roles and to use a numeric scale to aid analysis. The ranked questions were appropriate, and it was useful to be able to look at these by volunteer area/role but in general the survey fulfilled its intended purpose, provided important feedback, and created meaningful actions.

The simple free text option for feedback gave us a clear sense of some of the reasons behind volunteer ratings and was helpful both in highlighting individual's thoughts and issues and in showing the broader areas where we can make improvements.

The timing at the end of the calendar year seemed to work well as did the length of the window for submissions, covering some school term and holiday season, encouraging responses from everyone.

The survey gave useful and constructive feedback to help prioritise work with volunteering in the organisation and provided a temperature check on how those we work with experience their volunteering.

Next Steps and Key Priorities for Volunteering

The ambition of the volunteer strategy is to enhance the value and integration of volunteering within the organisation and the experience for the volunteers. The progress will continue to review how we operate volunteering and complete any outstanding actions from year one. This includes working with team leaders to clarify roles and opportunities, identify gaps, develop flexible roles, and embed volunteering into service planning and culture.

Improving the volunteer experience is central to the plan and the next steps on this is to review and build upon the volunteer journey when joining the Authority. The team will be assessing current and new volunteer skills, and delivering consistent, high-quality induction and training programmes. Once we have recruited new volunteers, we will build tools to retain them through mentoring, recognition, and communication improvements.

The strategy in its second year aims to strengthen community engagement by expanding volunteer opportunities and availability for young people, developing local and underrepresented community involvement, and enhancing roles that support visitor engagement and environmental education.

The team will also begin to address the first actions within the fourth and fifth objectives, Volunteering for Environment and Nature and Maximising potential of partnerships. The Strategy proposes aligning volunteer efforts with climate and nature recovery projects and deepening collaboration with existing and new partners. This includes exploring shared platforms for volunteer management and co-delivery of programmes.

Whilst ambitious, the second year of the strategy begins to build on the service development and growth phase as opposed to service improvements. The presence of volunteering has already seen initial inclusion and opportunities for volunteers within departmental service plans and alignment to achieving the Authority business plan.

Annex 3 of this reports provides more detail on the actions for the 5 objectives in year 2.

Annex 1 – End of Year One Strategy Actions Update

Delivery Action Plan



Behind
















On Track











Complete

Objective 1 Review of volunteering's purpose in the organisation		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>
1A	Map current and potential areas where volunteers can add value and extend reach.	
1 A1	Work with all Team Leaders and staff with direct responsibilities for deploying volunteers to create a complete picture of current volunteering opportunities and structure.	
1 A2	Use results of mapping exercise to identify gaps where there is the potential to improve or introduce volunteering.	
1C	Work on organisational culture and understanding of volunteering and how volunteers are seen and managed by staff at individual, team, service, and organisational levels, ensuring they are recognised as part of the team.	
1 C2	SVCG re-established for sharing of best practise and consistency in approach across services. Develop consistent meeting agendas and working practices.	
1 C4	Continue previous strategy work to embed organisational Values at all stages of volunteering including website, recruitment documentation, inductions, etc. with an emphasis that they are not just words on paper but lived and guide our 87.2% behaviours and cultures	
1D	Renew Volunteering Leadership Forum (now Volunteering Strategy Group) to allow Authority Member input into the strategic direction of volunteering.	
1 D1	Review VLT (VSG) terms of reference, membership, volunteer, and staff input and sharing outcomes.	
1 D2	Consider how staff and volunteer input is managed and fed back to this forum.	
1E	Review resourcing of volunteering; input required to achieve desired outcomes, both central Volunteers Service and other teams' line management of volunteers.	
1 E1	Review of Volunteer Coordination Team roles and FTE capacity to ensure it is meeting the needs of organisational volunteering strategy and integrates effectively with staff volunteer supervisors in other teams.	

Objective 2 Volunteer Engagement and User Experience		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>

2A Contact with all current volunteers to update details, roles, interests, and skills.		
2 A1	Plan contact format to check and update details held for volunteers are correct.	
2 A2	Use results of 1A1 role mapping to give volunteers a clear picture of available opportunities.	
2B Improve user experience of volunteers including a review of data management and administrative processes, e.g. how volunteers access activity.		
2 B1	Work with database team to identify improvements that can be made to systems for volunteer administration and access to activities.	
2 B2	Review communication management including mailing lists to ensure best sharing of regular opportunities to appropriate volunteers and one-off opportunities to interested parties.	
2C Ensure that the skills development and training offered meets the demands of volunteer roles.		
2 C1	Review all current roles and training needs with supervisors and update training matrix with essential and desirable training. Check on current baseline skills and identify training gaps.	
2 C2	Develop induction and training offer for new volunteers to give a consistent and comprehensive base for all roles.	
2D Improve volunteer communication including regular newsletters and face to face events.		
2 D1	Creation and sending of newsletter are timetabled monthly.	
2 D2	Drop-in sessions (and surgeries) scheduled monthly with good range of timeslots, locations, type of session and staff involved.	
2 D4	Create feedback form/e-suggestion box.	
2 D5	Consider routes for volunteer input to Volunteer Leadership Forum (now Volunteering Strategy Group VSG) (1D1) and Staff Volunteer Coordinators Group (1C1).	
2 D6	Volunteers Day annually plus other social or developmental events scheduled to improve volunteers' sense of community and value. Include joint staff events.	
2 D7	Communication strategy to include public, staff and volunteer channels to share and celebrate volunteering successes and stories.	
2 D8	Encourage the submission of images, stories, quotes, and ideas from volunteers that can be used throughout our communications output to create strong identity around volunteers in action. Use consistent style/branding/narrative. Work with comms.	
2E Review volunteer management including consistent recruitment, induction, mentoring, supervision, recognition, and retirement processes.		

2 E1	Review recruitment, induction, and retirement processes. Develop recruitment processes to capture new volunteers' skills, motivations, and expectations. Work with the People team to use shared platforms and resources where appropriate.	
2 E3	Review volunteering policies and procedures including minimum commitments, expenses, parking permits, uniform etc.	
2 E8	Use good practise models of mentorship by experienced volunteers and staff to support all new volunteers but especially to help embed volunteering with those who may otherwise find it difficult to try or stick with volunteering. Develop training to equip volunteers to be mentors.	

Objective 3 Community Engagement		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>
3A	Use volunteering as a key tool to provide access to the Park for all and judgment free learning opportunities for residents and visitors.	
3 A1	Use organisational review of Visitor Management to inform review of Visitor Services volunteering including Visitor Support, Brockhole, Information Centres and Car Parks. Integrated approach to get best geographical coverage with least volunteer travel, including consideration of where Ranger Service volunteering overlaps.	
3 A3	Review the re-established volunteer led walks programme and consider ways in which it can better access different audiences and be a platform for key messages. (Consider 3A5)	
3 A4	Expand Brockhole as a volunteering hub with a broad range of opportunities in the grounds, on events and with Learning and Engagement team.	
3 A5	Ensure all volunteers are aware they act as ambassadors, interpreting the elements that make this a National Park and World Heritage Site and guiding visitors on responsible behaviour while they explore. Make this understanding part of induction and training.	
3B	Develop our opportunities for Young People to volunteer.	
3 B1	Refresh and expand the Young Ranger Programme to give a broad range of experiences in practical conservation volunteering across the Park.	

Annex 2 –Volunteer Survey Feedback

An action plan has been developed around themes from both questions and comments. The following is a summary of the plan by theme:

General Positive feedback

Positive comments included general thanks and specific mentions of teams and supervisors, expressions of how enjoyable and sociable volunteering is and appreciation of training opportunities, support, and involvement in decisions.

Action 1: Share and celebrate both general and specific feedback and consider what elements of the volunteering programmes with highest levels of satisfaction can be duplicated elsewhere.

Survey structure/delivery

Comments were made that volunteers with more than one role did not know for which to answer. Single comments said that questions did not fit their role and asked whether the survey was anonymous.

Action 2: Accounting for multiple roles: 2025 survey to be compiled either with option to complete survey for multiple roles for some or all questions or clarity on how to answer for an overall rating.

Training availability

Volunteers commented on insufficient courses, difficulty in finding a suitable date and/or location and a desire to be pro-actively informed of alternative dates after cancellations. There was also a comment about Risk Assessment training which was run this year by an external provider and did not meet the needs of the volunteers taking it. In addition to the comments, the overall agree/strongly agree score for "I am happy with the opportunities for development and training within my volunteering role" was lowest of the 8 questions at 66.7% which suggests the need to look more closely at whether our training provision matches needs of both the activities and the volunteers and how we manage access both to 'core' and role specific training.

Action 3: Access to training and responsibility to maintain: Improve communication to volunteers about mandatory training requirements and clarify options when these requirements cannot be met in-house.

Action 4: Review and develop core training provision: Including programme of first aid and navigation training and additional needs.

Action 5: Role specific and developmental training: Work with staff supervisors and volunteers to develop role specific and developmental training opportunities (including in-house risk assessment training).

Visitor Support role redundant

Volunteer comments addressed different elements of the value of volunteer involvement in visitor support, how much they enjoyed the role, how disappointed they were that similar opportunities are no longer available and how they felt undervalued and redundant. In some cases, alternative roles were too physical for older volunteers. In addition to the comments, the Visitor Services scores for feeling valued, for rewarding opportunities and for communications

are lower than all other categories except 'other' (and some Visitor Support Volunteers who no longer have a role may have placed themselves in the 'other' category).

Action 6: Communications to Visitor Support Volunteers: Direct thank-you and update message to all involved in Visitor Support.

Action 7: Role development: A review of volunteering contribution to visitor management and support, considering ongoing changes to organisational structure in both Visitor and Ranger Services.

Ranger Services: lack of opportunity

Ranger Services volunteers scored communications and training and development opportunities lower than other cohorts. The most frequent comment was around the reduction in work-parties, particularly in the south of the Park, also limited opportunities to do Rights of Way Surveys. There was also a perception that volunteering had become more restrictive with a lack of variety in what activities can be accessed and what can be done solo, particularly patrols. Some volunteers mentioned that more responsibility should be devolved to volunteers as they may be highly skilled, but others wanted to see the return of more staff-led activity for which anyone could turn up.

Action 8: Rights of Way (ROW) Surveys: Work with Business Support Officers north and south to manage the balance of opportunities and number of trained volunteers, how they are deployed on ROW cyclical surveys and how this fits with other volunteering roles and activities.

Action 9: Ranger Services work parties and patrols: Volunteers' Team to work with Ranger Services Teams to assess where volunteering can be expanded to support their work.

Action 10: Utilising volunteer skills: Add section to recruitment form asking about specialist skills volunteers may be keen to use. Look at layout of database fields for recording.

Action 11: Health and safety review: Review and document generic processes for volunteer management and deployment and check in with supervisors to ensure shared understanding of responsibilities and where role specific processes are required.

Culture

Comments spoke of some groups having a more 'macho' culture than others and volunteers finding established groups cliquy and unwilling to adapt to change. Whilst the majority are happy with the culture of their volunteering group, comments suggest pockets where behaviour is not inclusive of other volunteers and that challenging this behaviour is difficult.

Action 12: Speaking up: Review 'whistleblowing' arrangements for any volunteer who has issues with other volunteers or with staff.

Action 13: Volunteer Agreement: Implement volunteer agreement which sets out expectations for the relationship between LDNPA and volunteers and standards of behaviour.

Database/systems

Comments highlighted that our systems can be slow and confusing in relation to more modern software, also that the language used relied on a knowledge of the organisational structure that

is not necessarily clear to volunteers. Specific queries also related to the role specific systems for Fix the Fells and for the Ranger Services volunteers in the north.

Action 14: Continue work with the database team to review and update systems.

Action 15: Simplify volunteer facing fields to plainer English and remove unnecessary options.

Action 16: FTF to check whether it is possible to include an option for individuals to see what activities they have booked on.

Moving on

Volunteers commented that as they get older and less able to tackle physical roles, there are few opportunities. There was reference to office/home activities, litter picking and Brockhole and concern expressed about the potential for minimum commitment being set at 12 days.

Action 17: Role development - less physical: Ensure staff awareness of what makes a suitable volunteer role, how to develop roles and involve volunteers.

Action 18: Retirement management and social opportunities: Implement programme of social events for volunteers and a retired volunteers mailing list that allows those who step down to receive news and invitations to social events alongside current volunteers. Review communications around retirement, particularly recognition of volunteer contributions.

Action 19: Duty requirements to remain at minimum of 6 for 2025 with review for 2026.

Volunteer management

This section has a range of specific issues with single comments e.g. feeling the survey was a box-ticking exercise, suggesting that questions are discouraged, and disagreeing with the increase in mileage rate and accompanying distance cap. There were some questions about the structure of the service and a recognition that the service has been under pressure.

Action 20: Demonstrating openness: Communicate outcome of this survey and planned actions and ensuring ongoing sharing of all the routes for volunteers to feedback. Include expectation setting that not all suggestions are appropriate or possible. Develop areas to improve volunteer communication at role specific level.

Action 21: Mileage: Upload updated policy to the extranet and communicate changes again in the wider contexts of resources (financial and environmental) and volunteering culture.

Action 22: Using other skills, sharing volunteers: Review database to ensure access to calendar activities is as broad as training allows (i.e. unskilled opportunities are open to all). Look at ways to encourage teams to organise volunteer days where other teams are invited.

Action 23: Communicate structure of service: Newsletter piece describing the roles of supervisors and relationship with Volunteers' Team. What can you expect from each? Link with Visitor Support communications (Action 5).

Action 24: Social Media review: Remove any inactive or unmanaged social media accounts and confirm routes for volunteers to: 1. interact socially with each other, 2. share pictures and information with Volunteers' Team and Communications Team.

Annex 3 –Year Two Planned Strategy Actions

Delivery Action Plan



Not yet due














Behind







On Track










Objective 1 Review of volunteering's purpose in the organisation		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>
1A	Map current and potential areas where volunteers can add value and extend reach.	
1 A1	Work with all Team Leaders and staff with direct responsibilities for deploying volunteers to create a complete picture of current volunteering opportunities and structure.	
1 A2	Use results of mapping exercise to identify gaps where there is the potential to improve or introduce volunteering.	
1 A4	Identify areas of volunteering where volunteers could appropriately assist with the coordination of work and volunteers.	
1B	Encourage creation of more flexible volunteer opportunities.	
1 B1	Raise awareness amongst staff teams about how volunteers can support with projects and specific tasks.	
1 B2	Work with services to develop weekend, evening, office, and home-based volunteering opportunities to attract new audiences.	
1C	Work on organisational culture and understanding of volunteering and how volunteers are seen and managed by staff at individual, team, service, and organisational levels, ensuring they are recognised as part of the team.	
1 C1	Work with all services to ensure volunteering is considered in strategy and planning.	
1 C3	Improve how volunteering is incorporated into all relevant staff inductions.	
1 C4	Continue previous strategy work to embed organisational Values at all stages of volunteering including website, recruitment documentation, inductions, etc. with an emphasis that they are not just words on paper but lived and guide our behaviours and cultures	
1D	Renew Volunteering Leadership Forum (now Volunteering Strategy Group) to allow Authority Member input into the strategic direction of volunteering.	







1 D2	Consider how staff and volunteer input is managed and fed back to this forum.	
1E	Review resourcing of volunteering; input required to achieve desired outcomes, both central Volunteers Service and other teams' line management of volunteers.	
1 E2	Review resourcing of volunteer line management in service plans.	



Objective 2 Volunteer Engagement and User Experience		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>
2 A2	Use results of 1A1 role mapping to give volunteers a clear picture of available opportunities.	
2 A3	Run a volunteers skill survey for existing volunteers to give an accurate review of available skills to call on - with awareness that some volunteers will not want to use their 'work' skills.	
2C	Ensure that the skills development and training offered meets the demands of volunteer roles.	
2 C1	Review all current roles and training needs with supervisors and update training matrix with essential and desirable training. Check on current baseline skills and identify training gaps.	
2 C2	Develop induction and training offer for new volunteers to give a consistent and comprehensive base for all roles.	
2 C3	Provide developmental as well as safety driven training opportunities including using internal and external expertise to run sessions. Ensure volunteers have opportunity to develop skills and take on new roles.	
2D	Improve volunteer communication including regular newsletters and face to face events.	
2 D9	Review current public-facing website content and images.	
2E	Review volunteer management including consistent recruitment, induction, mentoring, supervision, recognition, and retirement processes.	
2 E1	Review recruitment, induction, and retirement processes. Develop recruitment processes to capture new volunteers' skills, motivations, and expectations. Work with the People team to use shared platforms and resources where appropriate.	
2 E2	Develop a year-round open recruitment for volunteer roles that require no skills training and for short-term/ad-hoc opportunities (1B3).	
2 E3	Review volunteering policies and procedures including minimum commitments, expenses, parking permits, uniform etc.	
2 E4	Rewards and recognition review. Incorporate values. Look at external awards e.g. NPUK vol awards and recognition programmes in other parks	

2 E5	Establish a consistent expectation and structure across all services for volunteer supervision/line management. May need staff training to facilitate (2E7).	
2 E6	Establish at least bi-annual meetings of volunteer cohorts as standard in all teams.	
2 E7	Review training needs of staff who manage volunteers (Volunteers' Service and other teams).	
2 E8	Use good practise models of mentorship by experienced volunteers and staff to support all new volunteers but especially to help embed volunteering with those who may otherwise find it difficult to try or stick with volunteering. Develop training to equip volunteers to be mentors.	


Objective 3 Community Engagement

Action Code	Action	RAG Status
3 A1	Use organisational review of Visitor Management to inform review of Visitor Services volunteering including Visitor Support, Brockhole, Information Centres and Car Parks. Integrated approach to get best geographical coverage with least volunteer travel, including consideration of where Ranger Service volunteering overlaps.	
3 A2	Review and develop Ranger Services and Fix the Fells roles.	
3 A3	Review the re-established volunteer led walks programme and consider ways in which it can better access different audiences and be a platform for key messages. (Consider 3A5)	
3 A4	Expand Brockhole as a volunteering hub with a broad range of opportunities in the grounds, on events and with Learning and Engagement team.	
3 A5	Ensure all volunteers are aware they act as ambassadors, interpreting the elements that make this a National Park and World Heritage Site and guiding visitors on responsible behaviour while they explore. Make this understanding part of induction and training.	
3 A6	Review and develop volunteering which supports responsible and sustainable outdoor recreation. This may include traditional Ranger Services and Fix the Fells roles with rights of way and physical access as a focus but also visitor engagement and education. Work with Mountain Rescue, Adventure Smart and tourism businesses where appropriate.	
3B	Develop our opportunities for Young People to volunteer.	
3 B1	Refresh and expand the Young Ranger Programme to give a broad range of experiences in practical conservation volunteering across the Park.	
3 B2	Provide pathway for 18-30 volunteers moving on from Young Rangers or looking for career development opportunities.	
3 B3	Work with Learning and Engagement Team to develop volunteering opportunities for school and youth groups, especially those with limited access to the National Park.	

3C Develop links with communities in the National Park and empower and support them to help themselves.		
3 C1	Foster a sense of stewardship and appreciation for the Lake District within local communities through outreach volunteering and education events.	
3 C2	Encourage and support community lead volunteering e.g. visitor support, litter-picks, public awareness events, nature walks/talks etc. (as part of 3A1)	
3D Establish links with underrepresented communities in and on the fringes of the National Park and provide or signpost to opportunities to learn about and volunteer in the Park.		
3 D1	Foster a sense of stewardship and appreciation for the Lake District within the wider community through outreach volunteering and education events.	
3 D2	Encourage and support regular volunteering for health and wellbeing.	
3E Establish a pre-planned programme of work suitable for corporate and community groups and public.		
3 E1	Investigate work options with organisational services and partners and create a calendar of pre-planned events.	
3 E2	Identify mass volunteering events which can be pro-actively promoted. (Link 3E1, 5A1, 3C, 3D)	
3F Promote staff volunteering within the organisation and the wider Lake District.		
3 F1	Investigate opportunities for the Volunteer Team to attend volunteering events as exemplars to demonstrate how other teams can do the same.	

Objective 4 Volunteering for Environment and Nature		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>
4A Identify projects within the organisation and National Park Partnership which target nature recovery and climate mitigation and have scope for volunteer input.		
4 A1	Work with Ranger Services and FiPL team to identify projects within the organisation and with partners which support wildlife conservation and habitat restoration. Identify tasks for regular volunteers (2A2) and to provide one off opportunities (support Objective 3)	
4 A2	Promote i-Naturalist and other citizen science and micro-volunteering opportunities. (Relate to 3 and 5)	

Objective 5 Maximising potential of partnerships		
<i>Action Code</i>	<i>Action</i>	<i>RAG Status</i>

5A Strengthen existing partnerships and forge new ones to maximize the impact of our volunteer efforts and breadth of opportunities.		
5 A1	Strengthen relationships with members of the National Park Partnership and develop co-volunteering opportunities, collaboration and sharing of knowledge and resources	
5B Investigate the vision of a shared platform to advertise and manage volunteer opportunities and volunteers.		
5 B2	Work with Cumbria Volunteers Service to contribute to and find support for sharing of opportunities, knowledge, and resources.	