Monmouthshire County Council
Countryside Service Volunteering Development

By: Asken Ltd & R4C
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1. INTRODUCTION

Monmouthshire County Council (MCC) commissioned Resources for Change (R4C) and Asken Ltd to help it develop a Community Engagement Strategy which would allow it to make better use of the willingness of people to volunteer to do work on public rights of way and countryside access maintenance, through focussing on exploring options for working with groups of volunteers. Work started in line with the consultants’ proposals in mid-September and so far, the following were completed by the end of October:

- Start-up meeting (18th September)
- Review of documents, policies, handbooks etc
- Identification and describing good practice models
- Community engagement workshop
- Interviews with staff and key internal and external stakeholders
- Some synthesis of the information brought together

Following discussions between Ruth Rourke (MCC) and Irene Evison (R4C), an internal workshop session was held on 7th November (with Ruth Rourke, Morag Sinton and Matthew Lewis), the purpose being to:

- Review progress
- Consider options
- Identify preferred option(s)
- Consider steps needed for transition

An interim report was prepared prior to this workshop, bringing together the material prepared up to that point in order to inform discussions. The report concluded by presenting potential options for moving from the current position through a transition period to a new way of working with volunteers. The content of this Interim Report comprises Sections 1 – 8 of this report.
2. REVIEW OF MCC DOCUMENTS

2.1 INTRODUCTION
In the Invitation to Tender document and in the start-up meeting, a variety of documents were identified as being relevant to the research. In this section, the results of a review of these documents are provided, with an indication given of their perceived relevance to the subject of working with volunteers.

2.2 MONMOUTHSHIRE DESTINATION DEVELOPMENT PLAN 2012-2015 (2012)
In the hierarchy of plans and strategies, this one arguably sits at the top, as it seeks to provide a framework for the development of Monmouthshire’s tourism offering. This covers a range of destination development programmes for consideration:

- Tourism accommodation development
- Town and village visitor experience
- Walking product
- Food tourism products
- Festivals
- Visitor information
- Tourism & business support.

As can be seen from this list, ‘walking product’ is one of the programmes highlighted for development.

It suggests that “The Walking Product Development Strategy will need to consider issues including the need for:

- New themed promoted walks;
- Clusters of promoted walks around towns and villages so that they can be promoted as bases for walking breaks;
- The development of walks linked to public transport;
The digitisation of promoted walks for downloadable applications;
- Investment in the access infrastructure that supports promoted walks;
- The marketing and distribution of promoted walks;
- The need for links and loops off long distance walks (a lot of work has already been done on this front – requirements for updating and maintaining such links and loops and their access infrastructure may need to be considered);
- Assessing visitor usage of, and satisfaction with, the county’s walking product;
- The development of geo-caching."

The plan does not go into any detail about voluntary groups other than highlighting their past role in developing walking routes and their likely interest in this Plan as providing a framework within which to work.

Relevance to Community Engagement Strategy: in practice, very little, as the specific relevance for volunteers and voluntary groups derives from other, more targeted documents – see below.

2.3 MONMOUTHSHIRE WALKING PRODUCT DEVELOPMENT STRATEGY (2013)
The point is made early in the report that the ROWIP (see below) has focused attention on maintenance and management of PROW to meet user needs but does not address development of the ‘market’ demand for what the network has to offer. The aim of the Walking Product Development Strategy is to take a more proactive approach to stimulating demand for and use of the network to achieve maximum public benefits from it (as judged against policy imperatives).

The research systematically assesses the possible market ‘offerings’ of Monmouthshire to walkers, and identifies the main target segments and activities which are well-suited to conditions in the county. In essence, it proposes that “Less serious walkers are the primary target market, including residents and visitors”.

Specific objectives relevant to the delivery of the strategy are:
- “...
- To ensure a network of accessible, well signed and well maintained routes that meet known user needs;
- To provide good quality, up-to-date information on routes and other aspects of the product in ways that meet the specific needs of target markets
- To develop a strong delivery partnership that brings tangible benefits to all partners
- To provide a development framework within which local partners can make decisions about resource allocation to meet local needs and conditions
- To provide technical support and volunteer management to enable local partners to improve and maintain routes, to produce high quality route guides and other information and to deal with problems that arise effectively
- To monitor progress against a set of agreed targets and to review the strategy based on feedback from walkers and delivery partners”

The document includes a delivery plan which highlights recommended work to be done and by whom (lead and partners). It refers to Local Ways Groups (LWGs) (as distinct from volunteers as individuals) and identifies a number of actions to which they can contribute. Details are listed below (Table 1).

**Table 1: Actions and Tasks relevant to Local Walking Groups**

<table>
<thead>
<tr>
<th>Strategy component</th>
<th>Action</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Making the most of existing routes</td>
<td>No actions for LWGs</td>
<td>No tasks for LWGs</td>
</tr>
<tr>
<td>Develop new products</td>
<td>Develop new routes</td>
<td>Secure maintenance *</td>
</tr>
<tr>
<td></td>
<td>Develop new routes</td>
<td>Develop new promoted routes*</td>
</tr>
<tr>
<td>Develop route clusters as walking destination</td>
<td>Co-ordinate development of destinations</td>
<td></td>
</tr>
<tr>
<td>Strengthen Monmouthshire Walking Festival</td>
<td>Develop format and management capacity</td>
<td></td>
</tr>
<tr>
<td>Promote walking weekends</td>
<td>Prepare specification for walking weekends. Include walking toolkit</td>
<td></td>
</tr>
<tr>
<td>Co-ordinate management activity</td>
<td>Establish Local Ways Groups</td>
<td>Prepare initial action plans*</td>
</tr>
</tbody>
</table>
**Strategy component** | **Action** | **Task**  
--- | --- | ---  
Empower and support LWGs | Prepare and review annual action plans  
Maintaining the PROW network | Fund-raising training & advice for LWGs  
Co-ordinate marketing | Downloadable pdf route guide | Post to website*  
 | Smartphone app | Develop existing app to accommodate new routes  
 | Apply Walking Monmouthshire brand framework | Apply and manage branding framework  

Note: * = LWG suggested as lead partner in tackling the task

**Relevance to Community Engagement Strategy:** *is the recognition that the existence and management of the rights of way network is crucial to the strategy. However, the strategy is primarily for MCC action and signposts ways in which Local Ways Groups can get involved in developing the ‘market offering’. Even so, this is really just a sub-set of tasks which volunteer groups can undertake – linked to new product development.*

### 2.4 RIGHTS OF WAY IMPROVEMENT PLAN

The Countryside and Rights of Way Act 2000 requires all local highway authorities to prepare a Rights of Way Improvement Plan (ROWIP). Monmouthshire County Council published its ROWIP in October 2007. Because Brecon Beacons National Park Authority published one, too, Monmouth’s ROWIP does not cover the 471km of rights of way which lie within the National Park. The ROWIP sets out assessments of the network of local rights of way (public rights of way plus cycle tracks), the current and likely future needs of the likely users (locals and visitors alike) and the shortfalls in provision. Arising from this is a Statement of Actions (SoA) which were felt likely to overcome these shortfalls. The ROWIP objectives and actions within the plan have been endorsed by MCC Members and so carry weight in terms of future policy. The SoA was reviewed to identify the extent to which volunteers and volunteering featured. Those of interest have been extracted and listed in the table below (Table 2). The right hand column provides information on the current status of the specific action, taken from a response
by MCC to a survey undertaken as part of a review of ROWIPs in mid-2013.

**Table 2: ROWIP Actions involving volunteers**

<table>
<thead>
<tr>
<th>Action Ref</th>
<th>Description</th>
<th>Associated action</th>
<th>Current status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4b</td>
<td>To identify and develop local circular routes around towns and villages linking to health, tourism and heritage initiatives and particularly seeking the creation of bridleways and cycleways</td>
<td>Seek funding for a project officer or for volunteer or other assistance</td>
<td>Recurring</td>
</tr>
<tr>
<td>5c</td>
<td>Working with colleagues in the Highways Section and subject to the provision of additional funding, we will seek improved accommodation for vulnerable users where PROW link with the adopted highway network</td>
<td>(iv) Seek to protect verges, which are valuable for horse riders, cyclists and walkers as safe refuges from vehicles on links between rights of way (reliant on volunteers to provide information 2009 onwards)</td>
<td>Not yet started</td>
</tr>
<tr>
<td>7c</td>
<td>To achieve 80% of Public Rights of Way network as open, easy to use and well signed by 2017</td>
<td>(v) Expand Pathcare volunteer programme to establish a programme of training local volunteers to correctly waymark and maintain waymarkers in their communities (2008 ongoing).</td>
<td>Complete</td>
</tr>
</tbody>
</table>
| 7d         | Secure an increase in the numbers of local volunteers involved in the maintenance of countryside access | i Seek on-going funding for Volunteer Coordinator  
ii Develop and expand the current Pathcare scheme to include community/group/individual involvement in PROW management and monitor results.  
iii Develop guidance, training and promotional material to attract volunteers.  
iv Seek innovative and new ways in which volunteers can assist with the surveying, maintenance and promotion of countryside access. | In place till 31/03/14  
Two schemes in place  
Project underway Recurring |
| 8c         | To expand the Pathcare system to all new “access for all” routes to provide a measure of quality on health and disability routes. | i Assess routes and provide maps and appropriate paperwork for volunteers  
ii Actively promote volunteering opportunities and provide necessary training | Part-complete Recurring |
<table>
<thead>
<tr>
<th>Action Ref</th>
<th>Description</th>
<th>Associated action</th>
<th>Current status</th>
</tr>
</thead>
<tbody>
<tr>
<td>9c</td>
<td>To improve communication with Service Users, Volunteers, Community and Town Councils</td>
<td>i We will seek to facilitate a revitalised programme of community and voluntary countryside action by improving information for volunteers, delivering training and promotional material and seeking to increase volunteer involvement.</td>
<td>Recurring</td>
</tr>
</tbody>
</table>
| 9d         | In conjunction with volunteers and partners, we will seek to review and re-promote Pathcare routes and any new circular/ other types of routes as they come into existence. | i To review, in 2007, those routes currently being pathcared and ensure that Volunteers are given appropriate training and that the route is recorded adequately on the Internet or by other means.  
ii Engage with partners, community groups and volunteers to review non-pathcared routes and seek appropriate funding and methods of re-promoting these routes plus any new circular community walks/rides | Complete Not yet started |
| 10b        | To further develop appropriate partnerships with organisations and individuals that can contribute to the objectives of this plan and add value to the rights of way network | i To work with volunteers to help maintain, improve and promote the rights of way network | Recurring |

As can be seen, progress with volunteer-related actions has been mixed, although progress has been made with most. Overall, points of interest are:

- Many of the actions are ‘recurring’ which means that the resource requirement exists each year;
- Some of the completed actions will, at some point, require further action/review;
- Some of the ‘not started’ actions will require significant commitment of resources.

*Relevance to Community Engagement Strategy:* Primarily, this is of relevance to MCC ROW managers, as it sets the policy priorities of the Council, rather than the detail of how work is
done. For volunteers and those managing/supervising them, its relevance is of more general interest. This would change if LWGs were to set their own agendas/priorities.

2.5 COUNTRYSIDE ACCESS ROWIP AND BUSINESS PLAN 2008-2010 REVIEW
The ROWIP is a 10 year plan. In order to translate this long-term plan into short term tasks, MCC now produce a 3-yr Business Plan which describes short-term intentions. The last one covered the period 2008 to 2010. Progress reported in the review for specific actions are shown in Table 3 below.

Table 3: Progress with ROWIP Actions involving volunteers

<table>
<thead>
<tr>
<th>Action Ref</th>
<th>Action</th>
<th>Progress to date (2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4b</td>
<td>Seek funding for a project officer or for volunteer or other assistance</td>
<td>Officer employed under Axis 3 funding</td>
</tr>
<tr>
<td>5c</td>
<td>(iv) Seek to protect verges, which are valuable for horse riders, cyclists and walkers as safe refuges from vehicles on links between rights of way (reliant on volunteers to provide information 2009 onwards)</td>
<td>Project not yet initiated due to lack of resources</td>
</tr>
<tr>
<td>7c</td>
<td>(v) Expand Pathcare volunteer programme to establish a programme of training local volunteers to correctly waymark and maintain waymarkers in their communities (2008 ongoing).</td>
<td>Achieved. 56 volunteers trained to survey and to waymark.</td>
</tr>
<tr>
<td>7d</td>
<td>i Seek on-going funding for Volunteer Coordinator</td>
<td>Additional funding being actively sought</td>
</tr>
<tr>
<td></td>
<td>ii Develop and expand the current Pathcare scheme to include community/group/individual involvement in PROW management and monitor results.</td>
<td>Raglan and Mathern Local Ways Teams supported. Resources not available to continue expansion to other community groups in 2010, but now have a waiting list of volunteers to expand Pathcare.</td>
</tr>
<tr>
<td></td>
<td>iii Develop guidance, training and promotional material to attract volunteers.</td>
<td>Training provided in waymarking, map reading and surveying, First Aid, Manual handling, Leading Walks and helping with activities and Health and Safety. New Pathcare Manual drafted. Internet site now includes information on opportunities available. Volunteer’s newsletter regularly produced.</td>
</tr>
<tr>
<td>Action Ref</td>
<td>Action</td>
<td>Progress to date (2010)</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8c</td>
<td>i Assess routes and provide maps and appropriate paperwork for volunteers</td>
<td>Nothing reported</td>
</tr>
<tr>
<td></td>
<td>ii Actively promote volunteering opportunities and provide necessary training</td>
<td></td>
</tr>
<tr>
<td>9c</td>
<td>i We will seek to facilitate a revitalised programme of community and voluntary countryside action by improving information for volunteers, delivering training and promotional material and seeking to increase volunteer involvement.</td>
<td>Volunteer involvement increased to 140 active volunteers. Training delivered as specified in 7diii. Newsletter produced regularly. Mathern and Raglan Local Ways community groups established.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9d</td>
<td>i To review, in 2007, those routes currently being pathcared and ensure that Volunteers are given appropriate training and that the route is recorded adequately on the Internet or by other means.</td>
<td>All volunteers given appropriate training or access to it. All Pathcare routes bar 12 are promoted. The remaining 12 will be put on the Internet before the walking Festival in October 2010. Pathcare routes also being promoted in volunteer’s newsletter and where other publicity opportunities arise.</td>
</tr>
<tr>
<td></td>
<td>ii Engage with partners, community groups and volunteers to review non-pathcared routes and seek appropriate funding and methods of re-promoting these routes plus any new circular community walks/rides</td>
<td>Future project</td>
</tr>
<tr>
<td>10b</td>
<td>i To work with volunteers to help maintain, improve and promote the rights of way network</td>
<td>130 volunteers actively working to achieve aims of 10b. Approximately half of these have had training within last three years. Most of the rest have had on the job training in the past.</td>
</tr>
<tr>
<td>N/A</td>
<td>Undertake a 5% Performance Indicator Survey – establish volunteer programme to achieve this</td>
<td>Achieved – Volunteers have undertaken survey for last two years.</td>
</tr>
</tbody>
</table>
Relevance to Community Engagement Strategy: Again, this is of relevance to MCC ROW managers and LAF members, as it sets the policy priorities of the Council, rather than the detail of how work is done. For volunteers and those managing/supervising them, its relevance is of more general interest.

2.6 MONMOUTHSHIRE COUNTRYSIDE ACCESS DESIGN GUIDE (2012)
The standard to which public rights of way and access infrastructure should be maintained has long been a topic of debate, as there are no set standards in law, other than a broad statement of principle that they should be maintained for the ‘ordinary traffic of the neighbourhood’.

Efforts have been made to translate this into good practice, for example:
- National Trails standards (of relevance to National Trails such as Offa’s Dyke path);
- BT Fieldfare Trust (sets the ‘gold standard’ for access-for-all routes);
- BSI 5709 – Gaps, Gates and Stiles;
- Wales Coast Path standards.

An effort has recently (2012) been made to rationalise this plethora of guidance into a single specific set of guidance in the form of this Design Guide. In the preamble, it sets the scene by stating some relevant MCC policies. These are:

- **Least Restrictive Option:** taking all reasonable steps to remove unnecessary barriers from its rights of way, its countryside sites and Open Access land by applying the principle of Least Restrictive Access and using the most accessible choice of furniture, where possible. The Council operates a minimum barrier policy and opportunities are taken to install the least restrictive option.

- **Biodiversity:** The Council is required by the NERC act 2006 to have regard to biodiversity when undertaking its functions, including rights of way. Reference is made to the Public Rights of Way Biodiversity Action Plan and accompanying Technical Summary Manual (see below).

The bulk of the document, however, contains detailed drawings, photographs and technical
specifications for a range of access furniture – i.e. gates, stiles, bridges, signs, latches and hinges.

The main relevance of this document in the current context is the extent to which it can be used by those in charge of volunteers to ensure that suitable standards are achieved on MCC’s public rights of way. In practice, given that there are a series of standardised items of furniture, there are two key points:

- What is the right choice of furniture for a given location/set of circumstances?
- Has the furniture been installed properly?

It may be rather early in the life of the Design Guide to test either of these two questions, but it would be appropriate to ask field staff who work with volunteer groups.

*Relevance to Community Engagement Strategy:* The document contains detailed specifications for ROW furniture and how it should be installed. It is relevant to those who are planning works (i.e. required to make the right choice of furniture) and those supervising volunteers (to make sure the right furniture is installed properly).

### 2.7 PUBLIC RIGHTS OF WAY - A-Z OF PROBLEMS, POLICY AND PROTOCOLS (2011)

This document covers a wider range (indeed – supposedly the full range!) of problems that may be encountered with public rights of way and the policies/protocols within MCC to deal with them. A review of the list of nearly 40 issues suggests that some are not relevant to volunteers working in the field and those that are (or may be) need to be divided into those that are relevant to anyone inspecting/surveying a path and those doing physical work. The relevant problems are listed below in table 4, with an indication of where the problem affects both surveyors and field workers.
Table 4: ‘Problem’ of relevance to Volunteers

<table>
<thead>
<tr>
<th>Ref Number</th>
<th>Nature of Problem (of relevance to surveyors)</th>
<th>Relevance to field workers (Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0</td>
<td>BARBED WIRE ACROSS A PUBLIC RIGHT OF WAY</td>
<td></td>
</tr>
<tr>
<td>4.0</td>
<td>BARBED WIRE ALONGSIDE A PUBLIC RIGHT OF WAY</td>
<td>Y</td>
</tr>
<tr>
<td>6.0</td>
<td>BRIDGES REQUIRED OVER NEW DITCHES, PONDS AND CHANNELS</td>
<td></td>
</tr>
<tr>
<td>7.0</td>
<td>BULLS AND DANGEROUS ANIMALS</td>
<td></td>
</tr>
<tr>
<td>9.0</td>
<td>CROPS GROWING ON PUBLIC RIGHTS OF WAY</td>
<td></td>
</tr>
<tr>
<td>10.0</td>
<td>DANGEROUS LAND ADJOINING A PUBLIC RIGHT OF WAY</td>
<td></td>
</tr>
<tr>
<td>13.0/22.0</td>
<td>DOGS ON PUBLIC RIGHTS OF WAY/Intimidating dogs</td>
<td></td>
</tr>
<tr>
<td>14.0</td>
<td>ELECTRIC FENCES ACROSS A PUBLIC RIGHT OF WAY</td>
<td></td>
</tr>
<tr>
<td>15.0</td>
<td>ELECTRIC FENCES ALONGSIDE A PUBLIC RIGHT OF WAY</td>
<td></td>
</tr>
<tr>
<td>16.0</td>
<td>ENCROACHMENT</td>
<td>Y</td>
</tr>
<tr>
<td>17.0</td>
<td>ENFORCEMENT OF PLOUGHING AND CROPPING PROTOCOL</td>
<td></td>
</tr>
<tr>
<td>18.0</td>
<td>EROSION</td>
<td>Y</td>
</tr>
<tr>
<td>21.0/36.0</td>
<td>HEDGES AND TREES ADJACENT TO PUBLIC RIGHTS OF WAY/TREE BRANCHES AND LIMBS ACROSS PUBLIC RIGHTS OF WAY</td>
<td>Y</td>
</tr>
<tr>
<td>26.0</td>
<td>LITTER AND FLY TIPPING</td>
<td></td>
</tr>
<tr>
<td>27.0</td>
<td>MISLEADING SIGNS AND NOTICES ERECTED ON PUBLIC RIGHTS OF WAY</td>
<td></td>
</tr>
<tr>
<td>28.1</td>
<td>OBSTRUCTIONS AND ENCROACHMENTS, WHICH CAN BE READILY REMOVED</td>
<td>Y</td>
</tr>
<tr>
<td>28.2</td>
<td>OBSTRUCTIONS AND ENCROACHMENTS WHICH ARE MORE PERMANENT</td>
<td></td>
</tr>
<tr>
<td>30.0/37.0</td>
<td>PLOUGHING AND CROPS ON PUBLIC RIGHTS OF WAY/ VEGETATION, CLEARANCE AND CUTTING</td>
<td>Y</td>
</tr>
<tr>
<td>32.0</td>
<td>ROPE ACROSS A PUBLIC RIGHT OF WAY</td>
<td></td>
</tr>
<tr>
<td>33.0</td>
<td>SIGNPOSTS</td>
<td></td>
</tr>
<tr>
<td>34.0</td>
<td>STILES AND GATES ON FOOTPATHS AND BRIDLEWAYS</td>
<td>Y</td>
</tr>
<tr>
<td>35.0</td>
<td>SURFACE OF PUBLIC RIGHTS OF WAY</td>
<td>Y</td>
</tr>
<tr>
<td>38.0</td>
<td>WAYMARKING</td>
<td>Y</td>
</tr>
</tbody>
</table>

A key consideration is how this information if filtered down to volunteers if they are to be recruited and/or managed through intermediaries.

Relevance to Community Engagement Strategy: The document as a whole is useful background knowledge for anyone interested in using public rights of way but much of it is also relevant to
someone doing surveys. That said, the information that might be of interest to surveyors is probably not in a format that is sufficient for surveying purposes (which may have bespoke requirements). With respect to volunteers doing physical works, the document is likely to be relevant to their supervisors.

2.8 PUBLIC RIGHTS OF WAY BIODIVERSITY ACTION PLAN (2011)
The PRoW BAP comprises two documents; this full plan intended primarily for use during the advance planning of maintenance programmes or works and a technical summary manual intended for day-to-day use by all those working on the PRoW network.
The first part is relevant if planning of maintenance and other physical works is delegated to third parties, as the obligation to have regard to biodiversity interests will still remain with MCC. Even so, current wildlife legislation makes individuals responsible for offences against protected species. Penalties can be financial or custodial and, even if an offence was unintentional, ignorance is not an adequate defence. The document sets out the laws insofar as they relate to biodiversity and public rights of way.
The second part deals with specific tasks that affect potentially important features (e.g. tree works, hedgerow works). For each type of work, the valuable/protected species and habitats at risk are listed, critical timings identified and guidance on good working practice given.
Relevance to Community Engagement Strategy: The wealth of detail is likely to be more than most volunteers would be willing to assimilate and the target audience for this document is those who are planning and supervising work. However, given the onus on any individual working on PROW in designated areas, knowledge of the legal obligations would be necessary but could also be a deterrent for aspiring volunteer group leaders.

2.9 PRIORITISATION OF REPORTED PUBLIC RIGHTS OF WAY MAINTENANCE AND ENFORCEMENT ISSUES IN MONMOUTHSHIRE (2013)
MCC has a general duty to secure the entire rights of way network for public use. However, resources are insufficient to allow all paths to receive the same level of attention. Inevitably,
some paths are less well-maintained than others and reports may be received from members of the public asking for clearance of obstructions or other types of work to be done. Common practice was for path maintenance to be led by these reports, irrespective of the task’s significance.

With the introduction of the ROWIP and a general re-orientation of the approach to ROW maintenance being towards meeting the needs of the maximum number of beneficiaries, a more planned approach was called for. Consequently, MCC have developed a system for prioritising work and reacting to reports within this priority framework. This document describes the prioritisation mechanism used, how to use it and its interface with CAMS. The documents states “Systems are now being put into place to enable communities to work with us and enable more issues to be dealt with and more of the network to be Pathcared from 2014. This will enable the authority to work more closely with landowners, communities and volunteers on the ground. It may save resources in terms of site visits that both the Enforcement Officer and Field Officer presently undertake...”

*Relevance to Community Engagement Strategy:* The workings of the prioritisation mechanism is probably of little relevance (or interest?) to volunteers. However, the outputs from it are important in determining priorities (by definition). The target audience for this document is those who are planning and supervising work and, as such, leaders of groups of volunteers with access to CAMS and the reporting system may need to be aware of the system.

**2.10 Future Monmouthshire (assumed to be 2013, although not dated)**

This brief newsletter sets out the dire financial circumstances facing MCC. A key factor in determining which services will be continued, changed or reduced is that decisions will be community-led. The ‘good news’ element is a case study of how volunteers have rallied to support the Usk Rural Life Museum.

*Relevance to Community Engagement Strategy:* Sets the financial context and provides an example of what can be done.
2.11 MCC VOLUNTEER POLICY (NOV 2012)

This policy document covers all volunteering for MCC, not just for countryside work. In that sense it is generic but it is also directly relevant to anyone volunteering to do PROW/access maintenance and promotion work. It is written from the perspective of MCC engaging volunteers directly and as individuals.

Key questions arising from this are:

- How is the policy applied in practice (to the letter or ‘in spirit’) – by MCC and by e.g. Raglan Group, Caldicott Castle volunteers?
- How realistic is it to expect leaders/officers of volunteer groups (e.g. Local Ways Groups) to adhere to this policy?

Perhaps these can be posed to the People Development Manager in MCC?

**Relevance to Community Engagement Strategy:** Highly relevant if the expectation is that groups undertaking volunteer work on behalf of MCC will follow the same policies. If not, then a revised policy will be needed for working with groups.

2.12 PATHCARE MANUAL (2011)

The manual appears to distil and bring together all the specific practical elements of other manuals and design guides that are relevant to Pathcare and Local Ways Group volunteers. In addition, the relevant paperwork and supporting materials (timesheets, expenses forms, route maps etc.) can be inserted. However, it is probably in need of an update (note that other manuals and design guides have been produced by MCC since this manual was produced and ‘margin notes’ have been added in red). As with the Volunteer Policy, it is aimed at the individual volunteer rather than the leader of a group of volunteers.

**Relevance to Community Engagement Strategy:** Highly relevant if the expectation is that groups undertaking volunteer work on behalf of MCC will follow the same practices. The manual will still have a role but there will be a need for a ‘Group Leaders’ Manual’, which this document does not meet.
2.13 Volunteer Handbook (Undated)
The handbook presents policies and practices that are relevant to Pathcare and Local Ways Group volunteers in a more digestible form than formal policy documents. There is some overlap with the Pathcare Manual (see above). However, it is regarded as in need of an update. As with the Volunteer Policy, it is aimed at the individual volunteer rather than the leader of a group of volunteers.

Relevance to Community Engagement Strategy: Highly relevant if the expectation is that groups undertaking volunteer work on behalf of MCC will follow the same practices. The manual will still have a role but there will be a need for a ‘Group Leaders’ Manual’, which this document does not fill.

2.14 Paperwork/Forms
Volunteer Role Description (2011): a 1-page summary of what is expected of MCC Pathcare volunteers

Covering Letter: standard welcoming letter from MCC to new volunteers

Volunteer Application Form: 2-page document asking set of questions

Volunteer Occupational Health q’naire: 4-page, confidential questionnaire to assess volunteer’s capacity to work as countryside volunteer

Path Survey & Action Report: simple 2-page proforma for recording observations and actions needed

Countryside News Spring 2012 (most recent one produced): 8-page, full colour, well-produced newsletter covering wide range of articles relevant to countryside access and PROW management.

2.15 Conclusion
Based on this review, it is concluded that:

- The various policy and practice documents provide an excellent and comprehensive basis source of information for volunteers and MCC’s role as managers;
- Some of these documents are now in need of updating;
- If volunteering is changed so that MCC works with partner organisations/groups then there will be a need to create guidance/documentation and procedures that allow MCC to deal with partner/group leaders.
3. POWERS OF TOWN AND COMMUNITY COUNCILS

During the 20th century, most of the duties of parishes relating to highways became the responsibility of Local Highway Authorities (unitary authorities in Wales); but the highways history has left parishes/community councils with numerous powers. Use of these may be discretionary but, if they so wish, Town/Community Councils can still play a key role in maintaining their local Rights of Way. The unitary authorities view Town/Community Councils’ main responsibilities as being to ensure that the views of local people are represented on matters such as Public Path Orders (diversions and extinguishments); to protect the network for the benefit of local people; and to seek opportunities to improve paths and the network to fit the needs of the parish.

**Duties:** Town/Community Councils no longer have any duties in respect to PROW unless they are the land owners.

**Powers:** In contrast, the legacy of centuries of highways management is that Town/Community Councils still have many powers that they can choose to exercise to improve their local paths.

- **Recording of PROW**
  - To keep available for public inspection a copy of the Definitive Map and Statement for the parish, together with copies of any orders that have made changes since the map was last published.
  - To apply to add paths to the Map and to present evidence to support the application

- **Protecting PROW**
  - To make representations to the unitary authority that a path has been illegally obstructed or stopped-up. We must act on this representation unless we think it is mistaken.
  - To veto any proposals that the unitary authority might make, but the Town/Community Council doesn’t agree with, to divert or stop-up a highway, through the Magistrates’ Court.
  - To prosecute anyone who willfully obstructs a PROW in the parish.
- To prosecute a farmer who grows crops on a PROW.
- To prosecute a farmer who doesn’t reinstate a PROW after ploughing.

- **Maintaining PROW**
  - To maintain any footpath, bridleway or restricted byway in the parish.
  - To put up notices or signs to warn users of any dangers on local paths.
  - To signpost a PROW where it leaves a road – or insist that the Unitary Authority does so.
  - To waymark PROW in the parish (subject to landowner agreement).

- **Improving PROW**
  - To install lighting on any footpaths or bridleways in the parish where it thinks that it is needed.
  - To install seats and shelters on any road in the parish and with the landowners’ consent at the side of the PROW\(^1\).
  - With unitary authority approval, the Town/Community Council has the power to provide litter bins. Where it does so, this generates a duty to make arrangements for their regular emptying.
  - To create new paths (footpaths, bridleways, restricted byways and cycle paths) in the parish and adjoining parishes by agreement with the landowner.
  - To incur expenditure (to a set limit per elector) in the interests of the area or the inhabitants, including improvements to PROW\(^2\).

- **To be consulted about changes to PROW**
  - Being consulted before the unitary authority makes a Definitive Map Modification Order or a Public Path order in the parish.
  - Have the right to object to a Public Path Order or a Definitive Map Modification Order (the unitary authority has a duty to notify Town/Community Councils affected whenever they make or confirm an order).
  - Town/Community Councils have the right to be consulted during the drawing up of Rights of Way Improvement Plans. Monmouthshire’s has now been published. The plans will need to be reviewed within 10 years (by 2017), although the Welsh

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1. Section 1 Parish Councils Act 1957
2. Section 137 Local Government Act 1972
Government intends to remove the duty on unitary authorities to revise their ROWIPs.

- The Town/Community council is a consultee for planning proposals, some of which may affect PROW. Paths can be diverted or extinguished if it is necessary to enable development to go ahead and so it is important that full consideration is given to the effect of development on local paths before planning permission is granted. Town/Community Councils are urged to carefully consider the impact of any development on their local paths and to alert planning authorities to any issues or concerns that they are aware of. Similarly, it may be that a proposed development could offer the opportunity for access improvements, perhaps through new paths, upgrading existing ones or creating new areas of public open space/green infrastructure; the Town/Community Council should work with the unitary authority to take advantage of such opportunities.

- The Town/Community Council can apply in its own right for an area of land to be recognised as a Town or Village Green. Where the Town/Community Council owns land, it can dedicate that land as a Town or Village Green.

The above review of Town/Community Council powers suggests that they would make good partners with whom to collaborate on PROW maintenance and management, if the council has sufficient resources and willingness to co-operate.
4. CURRENT SITUATION IN MONMOUTHSHIRE

Information has been provided by Morag Sinton about the current volunteering in Monmouthshire’s countryside/PROW Section. In summary, this shows that:

- There are currently around 116 individual volunteers (39 women and 77 men);
- Figure 1 shows the distribution of where volunteers live;
- Most are retired (78), 36 are employed while one is a student and one unemployed;
- Volunteering activity takes place throughout the year, although Pathcare work and surveying takes place between March and October.

Table 5 provides information on the different volunteer projects currently underway.
Figure 1: Distribution of places of origin of volunteers
Table 5: Current volunteer projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Number of volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rights of way maintenance</td>
<td>12</td>
</tr>
<tr>
<td>Pathcare</td>
<td>50</td>
</tr>
<tr>
<td>Surveying and waymarking</td>
<td>40</td>
</tr>
<tr>
<td>Computer mapping</td>
<td>3</td>
</tr>
<tr>
<td>Walk leaders and helpers</td>
<td>30</td>
</tr>
<tr>
<td>Event leaders and helpers</td>
<td>5</td>
</tr>
<tr>
<td>Saturday tasks</td>
<td>12</td>
</tr>
<tr>
<td>Site-based volunteers</td>
<td>5</td>
</tr>
</tbody>
</table>

Support for volunteers is provided in the form of:

- Training (see below);
- Close supervision by MCC staff;
- Supplying maps, forms, technical back-up, transport from depot to work site, travel expenses, newsletter (intermittent), procuring appropriate materials and liaising with landowners;
- Health and safety infrastructure.

Training is provided as needed and has included:

- About public rights of way;
- Procedures in Monmouthshire;
- Health and safety;
- Navigation/map reading skills;
- Walk leader;
- First aid;
- Manual handling;
- Bridge building;
- Interpretation;
- Tools and risk assessment.
Further, research – by telephone and in the community group workshop – revealed further information about countryside management related volunteering within Monmouthshire. A list of groups, their affiliation (if any) and location from which they operate are shown in Table 6 below.

### Table 6: Volunteer Groups in Monmouthshire

<table>
<thead>
<tr>
<th>Group name</th>
<th>Associated organisation (if relevant)</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>NW Monmouthshire Ramblers</td>
<td>Ramblers Cymru</td>
<td>?</td>
</tr>
<tr>
<td>BHS Bridleway Group</td>
<td>BHS</td>
<td>?</td>
</tr>
<tr>
<td>Monmouthshire Meadows Group</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>Abergavenny Walkers are Welcome</td>
<td>Adventa</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Keep Abergavenny Tidy</td>
<td>KWT</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Friends of Castle Meadows</td>
<td>MCC - Countryside Access</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Friends of Bailey Park</td>
<td>MCC - Recreation</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Friends of Lindavista Park</td>
<td>MCC - Recreation</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Walking for Health</td>
<td>MCC - Leisure</td>
<td>Abergavenny</td>
</tr>
<tr>
<td>Conservation Volunteers</td>
<td>AONB unit</td>
<td>AONB (Wales &amp; England)</td>
</tr>
<tr>
<td>Duke of Edinburgh</td>
<td>MCC - Youth Service</td>
<td>Bronze - Abergavenny/Sugarloaf; Silver - Usk</td>
</tr>
<tr>
<td>Caerwent CC</td>
<td>n/a</td>
<td>Caerwent</td>
</tr>
<tr>
<td>Caldicot U3A</td>
<td>?</td>
<td>Caldicot</td>
</tr>
<tr>
<td>Chepstow Walkers are Welcome</td>
<td>Adventa</td>
<td>Chepstow</td>
</tr>
<tr>
<td>Walking for Health</td>
<td>MCC - Leisure</td>
<td>Chepstow</td>
</tr>
<tr>
<td>Monmouthshire Walking Festival Group</td>
<td>?</td>
<td>County-wide</td>
</tr>
<tr>
<td>Youth Rangers</td>
<td>AONB unit</td>
<td>County-wide</td>
</tr>
<tr>
<td>Llanbadoc CC</td>
<td>n/a</td>
<td>Llanbadoc</td>
</tr>
<tr>
<td>Llangwm CC</td>
<td>n/a</td>
<td>Llangwm</td>
</tr>
<tr>
<td>Lower Wye Ramblers</td>
<td>Ramblers Cymru</td>
<td>Lower Wye Valley, Monmouth - Chepstow</td>
</tr>
<tr>
<td>Magor &amp; Undy CC</td>
<td>n/a</td>
<td>Magor &amp; Undy</td>
</tr>
<tr>
<td>Mathern Local Ways</td>
<td>MCC - Countryside Access</td>
<td>Mathern</td>
</tr>
<tr>
<td>Mathern CC</td>
<td>n/a</td>
<td>Mathern</td>
</tr>
<tr>
<td>Mitchell Troy Walking Group</td>
<td>?</td>
<td>Mitchell Troy</td>
</tr>
<tr>
<td>Monmouth Walkers are Welcome</td>
<td>Adventa</td>
<td>Monmouth</td>
</tr>
<tr>
<td>Keep Monmouth Tidy</td>
<td>KWT</td>
<td>Monmouth</td>
</tr>
<tr>
<td>Raglan Local Ways</td>
<td>MCC - Countryside Access</td>
<td>Raglan</td>
</tr>
<tr>
<td>Group name</td>
<td>Associated organisation (if relevant)</td>
<td>Location</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Friends of Rogiet Countryside Park</td>
<td>MCC - Countryside Access</td>
<td>Rogiet</td>
</tr>
<tr>
<td>St Arvans CC</td>
<td>n/a</td>
<td>St Arvans</td>
</tr>
<tr>
<td>Tintern Walkers are Welcome</td>
<td>Adventa</td>
<td>Tintern</td>
</tr>
<tr>
<td>Angiddy Furnace volunteers</td>
<td>AONB unit</td>
<td>Tintern</td>
</tr>
<tr>
<td>Friends of Old Station, Tintern</td>
<td>MCC - Countryside Access</td>
<td>Tintern</td>
</tr>
<tr>
<td>Usk Walkers are Welcome</td>
<td>Adventa</td>
<td>Usk</td>
</tr>
<tr>
<td>Usk TC</td>
<td>n/a</td>
<td>Usk</td>
</tr>
</tbody>
</table>
5. **COMMUNITY GROUP WORKSHOP**

5.1 **INTRODUCTION**
A workshop was organised on 15\textsuperscript{th} October in Monmouth in order to give local groups with an interest in doing voluntary work on rights of way. This section contains the notes made from that meeting.

5.2 **CURRENT PRACTICES**
Responses to the question about current practices are summarised in Table 7. Table 8 provides information about what delegates thought currently works well and what doesn’t work so well.

**Table 7: Current volunteering practices**

<table>
<thead>
<tr>
<th>Magor Undy</th>
<th>Walk for Health (Kr4life)</th>
<th>Pathcare surveys (MCC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Grass Cutting programme</td>
<td>Pathcare</td>
<td>Updating walks (published)</td>
</tr>
<tr>
<td>B. Tree Maintenance</td>
<td>MCC walk leaflet</td>
<td>Path maintenance (hand tools)</td>
</tr>
<tr>
<td>C. All work well</td>
<td>Secretary Chepstow Walkers are</td>
<td>Bowles Green Project</td>
</tr>
<tr>
<td></td>
<td>Welcome</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Raglan Local Ways</td>
<td></td>
</tr>
<tr>
<td>We have cleared paths around Raglan.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have printed maps and set up a website but cannot put walks on until MCC have moved some paths. We have waited 2 years for this</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Raglan Local Ways</td>
<td>Pathcare</td>
</tr>
<tr>
<td></td>
<td>Surveyed all paths in parish</td>
<td>Represents U3A Caldicot on user meetings</td>
</tr>
<tr>
<td></td>
<td>Reported problems to council</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Produced leaflets with maps &amp; narrative</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Created website with information and pdf of maps</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pathcare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Represents U3A Caldicot on user meetings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Several walkers also doing pathcare</td>
<td></td>
</tr>
<tr>
<td></td>
<td>A) Not countryside service but I’ll go out with secateurs and snip brambles etc., very low key!</td>
<td></td>
</tr>
</tbody>
</table>
As MCC volunteer:
1. Pathcare of specific promoted route
2. Performance indicator surveys
3. Walk leading + back up
4. Entering information/data on CAMS
5. Looking at routes for local walks in Mitchel Troy area for Mitchel Troy Paths Group with some leaflets

| Work task Rogiet Countryside Park controlling invasive species in conjunction with Keep Wales Tidy Litter picking in the same area Bio blitz days | Countryside volunteer Monmouth Walkers are Welcome including compiling walk leaflets Produced ‘Monnow Valley Walk’ book | Countryside volunteer – clearing paths Complier of walk leaflets and book for Monmouthshire Member of Monmouth Walkers are Welcome |

| Walk leading & finding Vegetation clearance Litter picking Walking festival Surveys and recording | Pathcare surveys Compiling walk leaflets Group member Data entry – CAMS Walking website |
### Table 8: What works well and what doesn’t

<table>
<thead>
<tr>
<th>Works Well</th>
<th>Needs Improving</th>
</tr>
</thead>
<tbody>
<tr>
<td>o The people! Morag</td>
<td>o Feedback from service to volunteers</td>
</tr>
<tr>
<td>o Appropriate training</td>
<td>o Major problems dealt with slowly after reporting (x2)</td>
</tr>
<tr>
<td>o Set-up of groups was done well e.g. lots of support</td>
<td>o No user/volunteer meetings with service</td>
</tr>
<tr>
<td>o Map given is good</td>
<td>o No involvement of young people</td>
</tr>
<tr>
<td>o Insurance</td>
<td>o User meetings have ceased</td>
</tr>
<tr>
<td>o “Pathcare”</td>
<td>o Setting up of groups then ‘abandoned’</td>
</tr>
<tr>
<td>o Setting up volunteer groups</td>
<td>o Communication with groups &gt;</td>
</tr>
<tr>
<td>o When problems are reported on established pathways action is taken</td>
<td>o Follow up of action promised is poor</td>
</tr>
<tr>
<td>o Training provision excellent</td>
<td>o Direction of groups – who is leading? Driving?</td>
</tr>
<tr>
<td>o Equipment supplied</td>
<td>o Pulling everything together</td>
</tr>
<tr>
<td>o Verbal support</td>
<td>o Diverting pathways/A’s to definitive map NOT happening</td>
</tr>
<tr>
<td>o Pathcare training course</td>
<td>o Furniture installed on pathways that go nowhere</td>
</tr>
<tr>
<td>o First aid training</td>
<td>o Transparency – help us understand why problems exist</td>
</tr>
<tr>
<td>o Mapping</td>
<td>o Walk leaders training? (good when run by Tim H)</td>
</tr>
<tr>
<td>o Waymark stickers</td>
<td>o Advertising &amp; improving marketing volunteer opportunities particularly to youngsters</td>
</tr>
<tr>
<td>o Equipment</td>
<td>o Ability to do maintenance or other tasks at weekend</td>
</tr>
<tr>
<td>o People in charge:</td>
<td>o More communication of what needs to be done</td>
</tr>
<tr>
<td>o Volunteer Co-ordinator/focal point</td>
<td>o Website</td>
</tr>
<tr>
<td>o Warden organising walk programme</td>
<td>o Means of sharing good practice</td>
</tr>
<tr>
<td>o Supplying tools/training/maps &amp; information</td>
<td>o Resources Available – limiting factor is organising work to do – Super vol?</td>
</tr>
<tr>
<td>o Things that are reported get fixed</td>
<td>o Dealing with low priority issues</td>
</tr>
<tr>
<td>(sometimes)</td>
<td>o Feedback about things we’ve reported</td>
</tr>
<tr>
<td>o Allocated a single route to check three times a year</td>
<td>o Web based reporting of faults + needs feedback</td>
</tr>
<tr>
<td>o Appropriate training for pathcare, leading walk and first aid</td>
<td>o Communication &amp; links between lots of groups</td>
</tr>
<tr>
<td>o Good communication – volunteer system with Morag</td>
<td>o Major work not undertaken by volunteers as not covered by insurance- not encouraged</td>
</tr>
<tr>
<td>o Equipment supplied</td>
<td>o Inviting more community service assistance (with supervision)</td>
</tr>
<tr>
<td></td>
<td>o Minor public footpaths neglected/lost (still on ordnance survey map so visitors have negative experience)</td>
</tr>
</tbody>
</table>
5.3 REASONS FOR VOLUNTEERING

Delegates were asked to state their reasons for volunteering. The responses are given below and are probably those commonly quoted by volunteers:

- Love of walking (x2)
- To find out more
- Enhancing environmental capital, care for the countryside
- Meeting a local need
- Putting something back
- Maintenance of published walks to enhance environmental capital
- Potential for people to access lovely countryside walks in local area – local economy, health, community
- Good for business
- Sharing
- Awareness of area
- Health – keep fit
- To help keep paths open/promote awareness of countryside
- It makes us feel good
- Putting something back
- Getting to know local area
- Helping others enjoy something I enjoy
- Nature conservation
- Making use of knowledge and experience
- Keen walkers – share with other walkers
- Want regular paths to be clear and enjoyable
- Meeting a local need
5.4 **Future Working**

Delegates were asked to suggest ways that they could work with MCC Countryside Service in future. Responses are summarised below in Table 9.

**Table 9: Possibilities for future volunteering activity**

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Type of Volunteering</th>
<th>Group Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>MCC Walk Leaders</td>
<td>Leading walks</td>
<td>Could do more pathcare routes if only 2 checks per year carried out – Spring little growth, mid-summer full growth – needs clearing, Autumn growth falling over needs clearing before October when it’s dying down. Could do extra path if less checks per year on each one.</td>
</tr>
<tr>
<td></td>
<td>Making and researching new walks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Checking leafleted walks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Draw up a booklet of walks</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Footpath care</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Performance indicator surveys</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Could help in office or other duties if knew what needed doing</td>
<td></td>
</tr>
<tr>
<td>Monmouthshire Walking Festival</td>
<td>Making new walks and leading walks for pleasure</td>
<td></td>
</tr>
<tr>
<td>ME</td>
<td>All as now plus more priority if council can identify choke point – can a super volunteer be found/trained to fill it? Can volunteers be allowed to use council IT remotely?</td>
<td>Can groups offer contacts or bodies (i.e. people) for specific projects?</td>
</tr>
<tr>
<td>Mitchell Troy Paths Group</td>
<td>Expanding network of local routes that can be easily walked from Mitchel Troy, by walking them and opening up paths that are overgrown, with by simple clearing or by reporting issues.</td>
<td>Ability to write up routes clearly – for own use or for wider dissemination through leaflets. (Personally I would be able to do more data input if it could done from home)</td>
</tr>
<tr>
<td>Friends of Rural Rogiet</td>
<td>Environmental conservation</td>
<td>Manual labour</td>
</tr>
<tr>
<td></td>
<td>Keeping Park litter free</td>
<td>Local knowledge</td>
</tr>
<tr>
<td></td>
<td>Biodiversity</td>
<td>Knowledge of plant species on Country park and elsewhere</td>
</tr>
<tr>
<td>Rogiet Community Council</td>
<td>Help survey our rights of way in Rogiet area and report faults</td>
<td>Help and support</td>
</tr>
<tr>
<td></td>
<td>Path survey (all paths)</td>
<td>Enhance our environmental capital &gt; leaflets/path</td>
</tr>
<tr>
<td></td>
<td>Pathcare of ward as ‘package’</td>
<td></td>
</tr>
<tr>
<td>Group Name</td>
<td>Type of Volunteering</td>
<td>Group Offer</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Raglan Local Ways</td>
<td>Involving others&lt;br&gt;To continue working to open more paths in the area&lt;br&gt;Walk leaders&lt;br&gt;Surveyed paths&lt;br&gt;Reported problems&lt;br&gt;Cleared &amp; signposted, strimmed (with NEC training and equipment)&lt;br&gt;Applied for grants/fund raised to provide monies for:&lt;br&gt;   - Equipment&lt;br&gt;   - Insurance&lt;br&gt;   - Printing of leaflets&lt;br&gt;   - Setting up &amp; maintaining database&lt;br&gt;Liaise with Council re maps&lt;br&gt;Liaise with local businesses and landowners</td>
<td>Would welcome visitors from other groups/people interested in setting up similar to offer support/advice (If our paths get moved)</td>
</tr>
<tr>
<td>Caldicot &amp; District U3A</td>
<td>Pathcare&lt;br&gt;Possible surveying of paths</td>
<td>Pathcare&lt;br&gt;Attending ‘user’ meetings</td>
</tr>
<tr>
<td>Monmouth Walkers are Welcome</td>
<td>Promoting walking in the Monmouth area</td>
<td>Pathcare&lt;br&gt;Acquiring funding&lt;br&gt;Providing walk leaflets&lt;br&gt;Organising events&lt;br&gt;Liaising with other local walking groups&lt;br&gt;Encouraging walking tourism</td>
</tr>
<tr>
<td>None – potential future group in Penallt</td>
<td>Pathcare in the parish</td>
<td>Labour! (if we can get a group formed) + I run the village website:&lt;br&gt;www.penallt.org.uk – David May</td>
</tr>
<tr>
<td>Countryside Volunteers</td>
<td></td>
<td>Pathcare</td>
</tr>
<tr>
<td>Magor Undy Community Council</td>
<td>Promoting local history via walks around village &amp; other points of interest in locality</td>
<td>Advertise area through website, notice boards, village magazine etc.</td>
</tr>
<tr>
<td>Chepstow Walkers are Welcome</td>
<td>Promotion of Chepstow by attracting visitors/walkers. Offering facilities and walks to support local economy. Annual walking weekend</td>
<td>Marketing of walks and walking events in Lower Wye valley&lt;br&gt;Development of themed walks&lt;br&gt;Website&lt;br&gt;Annual walking weekend</td>
</tr>
<tr>
<td>Group Name</td>
<td>Type of Volunteering</td>
<td>Group Offer</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Individual</td>
<td>Light maintenance of footpaths</td>
<td>Skills – with training Vast experience of Lower Wye Walking soon to be, St Arvans website</td>
</tr>
<tr>
<td></td>
<td>Wider responsibility for path maintenance to increase the rate of response currently offered by the (limited) field officers Developing local walks (St Arvans) for local people and ‘selling’ walks to interested groups e.g. U3A, Walkers are Welcome</td>
<td></td>
</tr>
<tr>
<td>Walk 4 Life</td>
<td>Working with people who are referred on from health/fitness professionals to improve their walking ability and their love of walking, hoping this will lead to them encouraging others</td>
<td>Routes planned to suit their ability with in-built progress Leaders trained for this type of walking</td>
</tr>
</tbody>
</table>
5.5 What sorts of Volunteering?

- Super-volunteer to help with ‘choke point’ e.g. landowner discussion, stile installation.
- IT – remote use?
- Cotswold – as separate voluntary organisation – warden system
- Volunteer wardens in charge
- Helping other volunteer groups

Offer

- Manual labour and management
- Marketing of walking, facilities for walkers
- Liaising with local landowners and businesses > writing a narrative to accompany a map
- (Central website linking to local areas)
- New walk booklets/on web/via app
- Set-up 2-3 local geocache sites
- Applying for funding

Practicalities – A What systems, procedures and other administrative back-up would be needed?

- Understanding about what happens with problems and know when it’s dealt with
- Clarity of operating structure
- Landowner information, permissions etc. (x 2)
- Co-ordination between:
  - Council and volunteer groups (x2)
  - Countryside service and other services (x2)
  - Council and Outside bodies/other organisations (x2)
- Maps and equipment (x2)
- Insurance? (x2)
- Advertising for more local volunteers (local publications)
- Liaison with other volunteers to avoid duplication of work in conjunction with..
- Guidance pack to simplify role of volunteers
- Clarity of operating structure – transparency. Who does what/who should we contact?
- Problems reported – update on progress
- IT
  - Websites
  - Facebook
  - Twitter
- What does WA/MCC want?
  - Sustainability
  - Health
  - Environmental capital
- Database access so can see what needs doing and offer to go and fix it
Combined report: Monmouthshire County Council Countryside Service Volunteering Development

- Accommodation/Transport
- Better IT Provision
- One central walking website – good search engine
  - Issues
  - Volunteers
  - Events
  - Promotion
    - Walks in areas/towns
  - Etc.
- Delegated responsibility promoting walks

Practicalities – B What training/support would your group/Council need?

- Legal training (x2) and dealing with landowners
- A really nice website! Central info
- Practical skills training, Maybe leading to qualification
- Practical countryside skills (in association with other orgs – Wildlife Trusts, AONB, RSPB)
  - Chainsaw
  - Pesticides (for controlling Japanese Knotweed)
  - Bridge building
  - First Aid
- IT training (x2) e.g. marketing
- Use of IT – CAMS database for the public
- CAMS layer of issues and when resolved – training to use CAMS website more accessible to volunteers
- Pathcare
- Way marking
- Walk leaders/first aid/map reading
- More specialist training
- IT support – central website
- Training - benefits
- Clear diagram of key contacts
- Volunteers forum
- Tell us what is required – work then focussed
- Groups should do simple annual returns to update contact details/work undertaken
  - Database resource for groups – ensures groups record info
- ID of other things that pathcarers can do while out checking paths e.g. cutting back Himalayan Balsam
6. INTERVIEW WITH COUNTRYSIDE OFFICERS

This section contains a summary of the telephone interviews undertaken with Richard Garner (15th October) and Chris Grove/Mike Noakes (18th October). The responses in the left hand box are from Richard and the right hand box contains responses from the other two. All three respondents are happy for these notes to be shared with those involved in the project.

1. How faithfully is the current Volunteer Policy adhered to? How closely is it monitored?

| Policy developed AFTER the volunteering effort so more of a case of policy following practice than vice versa | Weren’t aware of the policy. Policy developed AFTER the volunteering effort so more of a case of policy following practice than vice versa so tend to follow it |

2. What ROW-related tasks do you think are not best suited to being done by volunteers but are better done in-house or by specialist contractors?

| Enforcement work – can be data protection issues and it’s something best left to MCC officers Complex and/or one-off tasks – the investment in training is disproportionate to the benefits | Volunteers tend to do most things but the main one to avoid is use of power tools (esp chain saws) unless adequately trained. Volunteers will do most other things provided it is within their ‘comfort zone’ (which tends to be different for different people) |

3. How well does the current system of working with volunteers operate with respect to:

a. Prioritisation – via MCC or direct from CAMS

| Volunteers do not produce the prioritised list of tasks but they do feed in the data to the system (CAMS) on which the priority mechanism runs. They are essential for this and it works well | Volunteers are not involved with the prioritisation mechanism – they do the work as organised for them |
### b. Supervision (by MCC ranger or by ANO)?

| Volunteers enter data – it’s a repetitive task for which they are well-trained, although RG supervises. Using volunteers, they have been able to upload a lot of photographic data onto the system, which ‘tells a thousand words’. But, it would not have been done without volunteers. | MCC staff currently organise everything – plan the work Monday, do it T/W/T and then sort out things Friday. Volunteers meet at depots and split into vehicles (1 officer: 3 volunteers) to travel to work site. MCC issue detailed instructions |

### c. Logging of work done onto CAMS

| It would be better if there were two or more computers linked to CAMS so that more than one volunteer could work at any one time. This means they can help each other and it’s as easy to supervise two as it is for one. | In-field volunteers not involved with this |

---

### 4. To what extent is the supporting material (e.g. A-Z of Problems, Policies Protocols; Countryside Access Design Guide; RoW Biodiversity Manual; Volunteer Handbook; Pathcare Manual) used by

| Individual volunteers | In-field volunteers make no use of these materials because they follow the instructions issued by officers. That said, they are aware of the handbooks etc. but only at a general level and how it impacts on what they do. |

| Not so relevant to office-based volunteers but may change if community-based. Policy is a bit weak wrt data protection/management of confidential information (e.g. landowner data) and use of ‘flippant’ language Handbook is more important than policy |
b. Non-MCC group leaders/supervisors

| Not so relevant to office-based volunteers but may change if community-based. | The key thing here is to have someone willing to act in that role – who finds supervising sits within their comfort zone. Not everyone will want to do this – most are happy to work without any responsibility, conflict or risk of liability |

|  |  |

|  |  |

c. You

| Not so relevant to office-based volunteers but may change if community-based. | Had input into the documents and they ‘codify’ the way they do their work anyway. CAMS will tip them off to be aware of local factors (e.g. location of SSSIs). Design Guide and Biodiversity Guide are OK but A-Z needs an update |

|  |  |

|  |  |

5. What do you think would be the implications of changing the way MCC works with volunteers so that it worked with groups (e.g. Raglan, U3A, Walkers Welcome etc.) rather than direct with individual volunteers?

| If this results in an area being ‘blitzed’, then it produces a peak load of data to be entered into the system. This will need careful management, ideally using someone in the group/community with responsibility for and training in entering the data onto the system. There will also need to be some supervision/monitoring for QA purposes. | Need to find people willing to take the supervisory role
Make clear that work is only to be done on the definitive line
More rigorous approach to monitoring will be needed (or will need a lot of enforcement activity).
Would need to work in tandem with volunteers – community group work ‘softly-softly’ with (say) landowners, while MCC provide back-up which is tougher (i.e. threat/use of enforcement measures) |

|  |  |

|  |  |
6. Are there other ways of working that you think might work well:

   a. Collaboration with partners

<table>
<thead>
<tr>
<th>Various examples of this around – such as site specific partnerships and could be expanded by working with large estates (as the other partner) and they do this to some extent with tree clearance work</th>
<th>Good idea, especially if it brings in businesses/private sector Coverage within Monmouth is patchy though – Wye Valley AONB do conservation work (not RoW) and would be a good partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need to be careful with partnership working, as different partners have different objectives (e.g. Ramblers are keen to work on long-distance paths, locals focus on local paths.)</td>
<td></td>
</tr>
</tbody>
</table>

   b. Outsourcing to a Charitable Trust

<table>
<thead>
<tr>
<th>VOG do this – with communities working on it and entering data via CAMS remotely</th>
<th>Great if this means we can access more funds</th>
</tr>
</thead>
</table>

   c. Joint working with others doing voluntary work for MCC in different service areas

<table>
<thead>
<tr>
<th>Could be a good idea to get a mix of skills but needs careful management</th>
<th>Sounds good in theory but will ‘Meals on Wheels’ people want to do RoW maintenance?</th>
</tr>
</thead>
</table>

   d. Other?

| Problem in Monmouth is people tend to live and walk in their home areas and don’t really have much regard for the potential of visitors | |
7. Anything else you think we should be aware of or you’d like to say?

<table>
<thead>
<tr>
<th>There may be a role for data loggers – Mini-CAMS devices for use during PI surveys. It takes longer in the field (and makes it less enjoyable) but provides better quality data and saves effort overall and speeds the process. Idea would be to have one in each area, used by a specially-trained volunteer (or can one or two devices be passed around?)</th>
<th>Why not start to educate landowners about their responsibility for gates/stile by shifting to a position whereby MCC delivers gates/stile kits as MCC’s 25% contribution to costs and leave landowner to erect Don’t over-promise – i.e. MCC should only promise what it can deliver, especially about things like DMMOs (when locals are keen to ‘get things sorted out’)</th>
</tr>
</thead>
<tbody>
<tr>
<td>An alternative is to allow remote inputting of data onto CAMS. Their system is enabled to do this but will need £££ to activate. There is a need to think about how we (MCC) rewards its volunteers. It is important that they do not feel as though they are taken for granted. How do you get rid of ‘rogue’ or ineffective volunteers?</td>
<td>Needs a central walking website/database to promote the walking Product and use this to deflect problems. So, someone complaining about a blocked but non-priority route can be advised to use a different route instead.</td>
</tr>
</tbody>
</table>
7. BEST PRACTICE MODELS

Research has been undertaken in four areas:

- **Fix the Fells: Lake District.** The draft below has been sent to the project manager for comment but none received as yet.

- **Dales Volunteers: Yorkshire Dales.** The draft below has been sent to the volunteer co-ordinator for comment but none received as yet.

- **Volunteer Ranger Service: South Downs.** An email has been sent to the project officer with request for discussion but none has been received.

- **Lancashire Parish Lengthsmen: Lancashire.** Draft based on information supplied by/in discussion with relevant individuals.

### 7.1 Fix the Fells

#### 7.1.1 Introduction

‘Fix the Fells’ (FtF) is a brand name for a series of initiatives which started in 2001. The aim of FtF is to restore damage to the landscape caused by path erosion. It focuses on specific upland paths, rather than all the paths in the National Park. The current business plan aims to restore 120 paths in the next 10 years, as well as maintaining the more than 200 paths that have already been restored. Volunteer support, education and ‘outreach’ have been key strands of the initiatives, particularly as this was a key factor when HLF decide on grant awards.

#### 7.1.2 Management Structure

From the Lake District National Park (LDNPA) perspective, FtF is only one avenue for volunteering activity. There are various ‘streams’ of activity:

- Help the Rangers on work parties. Repair walls or clear vegetation, survey rights of way, maintain footpaths and do patrols.

- Leading walks and events out and about in the National Park.

- Support the Environment and Heritage team surveying wildlife and monitoring of archaeological sites.

- Carry out visitor surveys and marshal events for the Countryside team.
- Help look after the gardens at Brockhole - the Lake District Visitor Centre.
- Work projects such as Fix the Fells which is a partnership of National Trust, Lake District National Park Authority, Natural England, Friends of the Lake District, Nurture Lakeland, Cumbria County Council and volunteers.

Total inputs by volunteers are now around 5,500 to 6,000 person days per year for the Lake District National Park as a whole. The National Park employs two full-time and one part-time co-ordinators and publishes regular updates in the form of electronic newsletter and a bulletin (Volunteering News).

The lead organisation for FtF in the past was the LDNPA. It is responsible for maintenance of public rights of way, through powers delegated to it by Cumbria County Council, and is also the Access Authority with respect to open access land, in the National Park. However, since 2011, when the second Heritage Lottery Fund grant ended, the National Trust has taken over lead and is also the major funder at present. It is responsible for delivery of work on-the-ground, whether done by employees, contractors or volunteers.

7.1.3 TASKS UNDERTAKEN

Fix the Fells work can generally be divided into two categories:

- Capital works
- Maintenance

Capital works would include major restoration and landscaping, such as path-pitching, re-surfacing of paths, installation of drains. This work is normally done by specialist contractors. Maintenance is undertaken largely by volunteers, who are called ‘Lengthsmen’ and comprises:

- Drain clearance (so-called ‘drain runs’)
- Sweeping of loose stones from pitched paths (it is believed that people descending will stray off the pitched path if there is loose gravel on them, also done as part of a ‘drain run’)
- Small scale repair – to infrastructure (often done by work parties);
- Work on lower level paths like hedge-laying and walling.
Inputs are now up to about 1300 days per year by lengthsmen and other volunteers broken down typically into:

- around 700 days per year on drain runs and path sweeping;
- 300 days per year on small scale repairs; and
- 300 per year on low level paths.

Once a volunteer has qualified to take part in FtF work, his/her name is added to the wider database of Lake District volunteers and so receives invitations to take part in ‘Work Parties’ which are deployed on a wide range of tasks (e.g. marshalling, stone wall repairs, river bank repairs and many more) and for various participating bodies (e.g. Forestry Commission, LDNPA, Nat Trust).

**7.1.4 SUPPORT SYSTEMS**

**Training/supervision**

Typically, Fix the Fells volunteers are required to follow a Lengthsman training programme that involves:

- An Induction Day, which includes a short walk into the fells (climbing about 1,000ft).
  This probably helps the supervisors check people’s fitness);
- A 2-day navigation course to achieve National Navigation Award Scheme bronze standard (apparently, no-one has ever failed);
- A day-long first aid course, oriented towards a mountain environment;
- A day-long course covering rights of way/access regulations, briefing about Fix the Fells and how to interface with members of the public (to enable volunteers to act in an ambassadorial role);
- Two days of working under close supervision.

Some training is provided on the administrative side of the volunteering activity. No training was provided into ‘manual handling’ as this is not normally required for normal FtF volunteer work. However, small-scale repair and other work parties often involve heavy lifting.

Once training is complete, Lengthsmen can operate on their own, although they can join volunteer organised ‘drain runs’ during their training and ‘independent’ drain runs are
uncommon. However, groups of untrained volunteers are also able to do work, provided this is done under close supervision by National Trust rangers. For example, Kendal Fellwalkers (a local fell-walking group) now stages a small number of drain runs per year, comprising mainly untrained volunteers; also, the Friends of the Lake District (an arm of CPRE) stage two major ‘Fellcare days’ in which hundreds of volunteers take part and undertake a range of tasks on a single mountain or valley (e.g. Helvellyn or Borrowdale).

Supporting materials/equipment

The paths within FtF are broken down into sections, and each section corresponds to what is achievable on a single day’s drain run. The ideal frequency of drain runs for each individual section is determined and that becomes the target for volunteer effort – to undertake drain runs within the desired frequency. Laminated maps at 1:25,000 scale are available that show the path sections and the location of drains (using a referencing system).

Equipment for drain runs comprises shovels, stiff-bristled brushes (brooms and hand brushes) and a mattock. These are stored, along with maps and calendar, in small wooden sheds that are placed in strategic locations around the National Park (some high in the hills, some at NT offices or campsites) – some sheds are fixed locations, others are more temporary and can move to locations where major capital works are underway.

Paperwork/data management

There is a well-developed system of paperwork and data systems to support the volunteer effort. A bespoke website is available which is password-protected and so has restricted access.

Information provided for the volunteers is:

- Lengthsmen map of the Lake District showing position of paths, sheds and car parks
- Individual detailed OS maps of FtF footpaths
- Path Tracker Sheet with written path descriptions and statistics
- Position of sheds and tools
- Lengthsmen contact details
- Staff contact details

Volunteers are asked to keep the following information updated:
- Calendar showing dates and location of work parties and other events of interest
- Path Tracker Sheet (as above) showing when and who last worked on a specific path.
  Also a chronological record of work done and by whom
- Work Party Log which provides a chronological record of work done and by whom
- Other activity log which provides a chronological record of non-practical tasks carried out

**Health and Safety**

Health and safety of volunteers is seen as paramount. By design, much of the work is done in the higher fells and so volunteers are exposed to risks associated with poor weather (cold, rain/snow, mist) and difficult terrain (crag, bog, remoteness). The training programme is designed to ensure that people are able to look after themselves while doing their work. In addition, volunteers are asked to nominate someone (a family member or friend) who will alert the authorities if the volunteer’s safe return has not been confirmed by an agreed time.

**Quality control**

Quality of work is assured by:
- Ensuring volunteers are only allowed to work after they have been well-trained (in practice, there is a small number of very keen and very experienced FtF volunteers who ‘lead’ groups on organised drain runs);
- Ensuring National Trust rangers accompany any untrained groups engaged on drain runs and on work parties (i.e. tasks other than drain runs).

**‘Softer’ issues**

Volunteering is regarded as an important resource for the LDNPA and so it is treated as other aspects of corporate activity. There is a Volunteer Leadership Team and workshops are held to allow consultation and communication between volunteers and volunteer managers. The LDNPA has a Business Plan for the future development of FtF (follow link to draft Business Plan on http://www.fixthefells.co.uk/what-we-do).

In addition, much effort is devoted to ensuring volunteers see that their efforts are appreciated. This is achieved through:
- Encouraging volunteers to enter into suitable award schemes (local, regional and national). In September 2010, the volunteers achieved second place in the Marsh Heritage Volunteering Awards and won £500;
- Recognising sustained efforts by individuals through issuing of long-service certificates for 10, 15, 20 and 25 years of volunteering service and a volunteering achievement certificate for 250 and 500 duties;
- Working weekends overnighting in hostels (which allow volunteers more time to socialise);
- Specific events such as sailing on Coniston Water, Christmas celebrations and a guided walk around Coniston slate mines.

Key strands of securing HLF money included education and ‘outreach’. As a consequence, a strong culture of publicity and learning has developed. Although now free of the HLF requirement, much is still done to promote the Fix the Fells ‘brand’. This includes:
- maintaining a website (www.fixthefells.co.uk);
- issuing press releases and Tweets;
- uploading information onto YouTube, Facebook and Flickr;
- publishing Newsletters.

FtF volunteers are paid travel expenses (at a rate of 29p/mile, plus 5p/mile for any passengers carried), although they are encouraged to car share or use public transport wherever possible. Finally, FtF volunteers are provided with Car Park passes to use in car parks run by FtF partners (while on volunteering duties), have access occasionally to equipment at specially discounted rates and can benefit from standing discounts (usually 10%) at certain retail outlets.

7.1.5 VOLUNTEER PROFILE
In research undertaken in Cumbria recently for Natural England, Asken concluded that:
- Volunteering is one of the best ways for engaging with the countryside and gaining a better understanding of its special qualities and thus enhancing enjoyment of them;
- There is a massive reservoir of volunteers from near and far who are willing to give their time to help manage and maintain beautiful countryside and the means of access to it;
The challenge to public sector and voluntary bodies in Cumbria is in developing the institutional infrastructure to harness this willingness. Generally speaking, the main motivation for FtF volunteers is a desire to ‘give something back’; having enjoyed their visits to the area in the past, they now want to ensure it remains beautiful. Information about LDNPA volunteers who do not object to having their details released can be used to gain an insight into where volunteers originate. Details are provided in the table below. It should be noted that the list of volunteers does not necessarily reflect the geographical distribution of the origins of the volunteer effort, as it may be expected that those nearer to the National Park may provide more days of volunteer time than those from further afield. Nevertheless, it does show the extensiveness of the network of Lake District volunteers.

Table 10: Home origins of LDNPA volunteers

<table>
<thead>
<tr>
<th>Home Area</th>
<th>Number of volunteers</th>
<th>Home Area</th>
<th>Number of volunteers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumbria</td>
<td>315</td>
<td>County Durham</td>
<td>1</td>
</tr>
<tr>
<td>Lancashire</td>
<td>31</td>
<td>Derbyshire</td>
<td>1</td>
</tr>
<tr>
<td>North east England</td>
<td>7</td>
<td>Dumfries and Galloway</td>
<td>1</td>
</tr>
<tr>
<td>West Yorkshire</td>
<td>5</td>
<td>Essex</td>
<td>1</td>
</tr>
<tr>
<td>North Yorkshire</td>
<td>5</td>
<td>Hampshire</td>
<td>1</td>
</tr>
<tr>
<td>Manchester</td>
<td>5</td>
<td>Lincolnshire</td>
<td>1</td>
</tr>
<tr>
<td>Cheshire</td>
<td>3</td>
<td>Liverpool</td>
<td>1</td>
</tr>
<tr>
<td>Northamptonshire</td>
<td>2</td>
<td>London</td>
<td>1</td>
</tr>
<tr>
<td>Oxfordshire</td>
<td>2</td>
<td>Moray</td>
<td>1</td>
</tr>
<tr>
<td>Cambridgeshire</td>
<td>1</td>
<td>West Midlands</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: LDNPA extranet site

### 7.1.6 FUNDING

What does it cost?

The Fix the Fells programme requires funding to meet the following costs:

- Practical path works - pre-emptive work, maintenance and repairs including all the staff, tools, machinery, vehicles and overhead costs.
- Audience development – to raise awareness of the work needed to reduce the amount
of erosion that occurs and to encourage people to contribute to Fix the Fells either through volunteering or donations.

- Volunteering – although volunteers give their time for free, the mileage and expenses, administration and recruitment all need to be funded.
- Training – to ensure both staff and volunteers have the skills to undertake their roles.
- Management and administration – including the Programme Manager and general administrative costs of running a large programme.

It is estimated that FtF will need £5.3m in the next 10 years to achieve the aims set out in its business plan. The pie chart below (Figure 2) shows the relative cost of the five different budget headings (taken from FtF website).

**Figure 2: Costs of funding Fix the Fells**

![](image)

**Where does money come from?**

FtF was funded mainly by the Heritage Lottery Fund but with contributions from a range of others including Natural England and the National Trust. It started life as the Upland Path Landscape Restoration Project (2001 to 2006) followed by an unprecedented second successful bid to HLF for the Fix the Fells project proper. This ran until 2011. Since then, funding has been less secure.

The National Trust is now the main funder of the work. However, a key role is played by
Nurture Lakeland, a specialist fund-raising organisation which helps to make the Cumbrian tourism industry sustainable by creating ways for businesses and individuals to donate to conservation. Nurture Lakeland supports fundraising for FtF, particularly in the field of visitor giving (either direct or via Visitor Payback schemes).

7.1.7 Key features of relevance to Monmouthshire
Key features of interest to Monmouthshire are:
- Focus on specific paths (almost by definition, the most heavily eroded are also the most heavily used, so maximisation of benefits is built into the system);
- Concentration of volunteer effort onto a limited number of (relatively simple) tasks for which they are well-trained;
- Highly developed system for data logging and management;
- Strong support to volunteers on the ‘softer’ side
- Outsourcing of the project lead to the National Trust
- Outsourcing of some of the fund-raising to Nurture Lakeland

7.2 Dales Volunteers

7.2.1 Introduction
YDNPA uses volunteers extensively in fulfilling many of its functions, although these are much more narrowly defined than a unitary authority. For example, the National Park Authority’s Management Plan includes an objective to “Provide people from all backgrounds with the opportunity to make a difference to the long-term conservation, enhancement and enjoyment of the National Park and to contribute to personal health and well-being by providing at least 5,000 volunteer days per year by 2009.”

7.2.2 Management structure
The bulk of the volunteering effort (about 2/3rds) is done by a team of ‘Dales Volunteers’. The individuals are organised in six groups – four area-based teams, Museum Volunteers (at the Dales Countryside Museum) and the Ragged Robin Conservation Group (undertaking practical tasks in part of Richmondshire). Each has a Coordinating (or ‘Key’) Volunteer, to lead the team
and to act as single point of contact with relevant staff. In addition, each area team of Dales Volunteers has a Practical Works Co-ordinator. Area Co-ordinators may delegate some of their functions (e.g. coordinating path surveys, up-dating the extranet) to members of their team. Other ‘Key Volunteers’ have wider responsibilities, working with appropriate staff to engage and support Dales Volunteers on Recruitment, Training, Communications, Volunteer Development, Education tasks, Outreach, Events, Archaeological Monitoring and Geodiversity. Some of these roles ‘come and go’, according to need (e.g. Walks for Mental Health, Built Heritage Monitoring). The Key Volunteers and three Park Management staff meet approximately quarterly, together fulfilling a ‘Volunteer Management Team’ function. The work of volunteers is co-ordinated by a Volunteers Coordinator, with the support of the Volunteers Support Officer. Day to day YDNPA has 1.4 full time equivalent staff directly dedicated to this work, with many more staff involved on a less regular basis. The unit sits within the Directorate of Park Services and, within that, under Ranger Services and Rights of Way.

7.2.3 TASKS UNDERTAKEN
The website lists tasks for which volunteers can be used are listed as:

- planning and leading guided walks and events for a variety of different audiences;
- carrying out access, heritage, archaeological and other surveys;
- practical work on public paths or local nature reserves;
- giving talks or demonstrations to school and other groups;
- supporting various projects, including the administration of the Dales Volunteers network;
- suggesting new ways in which Dales Volunteers can advance the work of the Authority.

The 2012/13 Volunteer Action plan identifies specific targets for tasks which it is hoped volunteers will undertake. These are:

- survey condition of PROW network, including data entry
- maintain PROW network (both with and without ranger supervision)
- manage visitors who are using the network (Three Peaks, Dales Way)
- monitor use of areas of open access land
- open access land patrols.

**7.2.4 SUPPORT SYSTEMS**

Each volunteer:
- receives a briefing on health and safety issues at an appropriate level of detail, as part of his or her induction / briefing;
- is asked to complete an annual ‘Fitness to Volunteer’, where they make a self-assessment of their ability to carry out activities;
- has completed, and will maintain, a personal safety procedure proforma;
- who has undergone a full induction and who works out of doors has a Current emergency aid certificate;
- (or group of volunteers) is provided with a first aid kit appropriate to the day’s activity.

Volunteers are given a 43-page manual which is an ‘everything-you-need-to-know-to-be-a-volunteer’ document, expressed in clear, simple language. As well as health and safety matters (see below), it provides information about:
- Car parking locations and toilets (including those for disabled) around the Park;
- Key statistics about the Park (presumably to help when talking with members of the public);
- An explanation of the law and its practical implications on public access (covering rights of way and open access land);
- What is ‘good practice’ for different types of user/recreational activity, with specific reference to dogs;
- Procedures for reporting incidents;
- Good practice in dealing with members of the public;
- Checklist for walk leaders;
- Simple guide to First Aid.

Each Dales Volunteer has undergone a year-long training/induction programme.
Each volunteer is provided with a branded logo and fleece, similar to the full-time ranger service.

Mileage can be claimed at 30p/mile up to a maximum of 160 miles for a round-trip journey.

### 7.2.5 Health and Safety

Every Dales Volunteer undertaking outside activity must have a Personal Safety Procedure in place that they leave with a specified ‘buddy’. It should state the following information and what action they should take in the event of non-return. The Personal Safety Procedure will:

- specify where the Dales Volunteer is going, what they will be doing and what time they anticipate returning
- supply emergency contact numbers and names.

Volunteers are reminded to never go out on a duty alone without someone knowing where they are.

All tasks and work-sites will have been subject to risk assessment. All who supervise volunteers will have received training in carrying out such assessments.

Personal protective equipment is provided, for situations where a volunteer’s own normal outdoor clothing either needs supplementing or might become soiled or damaged through use.

Dales Volunteers are covered by the Authority’s Personal Accident insurance while carrying out tasks for which they have received training.

There is no Personal Accident Insurance in place for informal or casual volunteers. However, the Authority’s Employer’s Liability Insurance would cover it against any claim for negligence, where appropriate procedures are followed.

Anyone driving on Authority business must ensure that they hold appropriate (business) insurance cover. All who drive an Authority vehicle must hold a valid driving licence, which will be checked, periodically.

### 7.2.6 Volunteering Profile

Information on volunteering effort for all rights of way work was supplied by YDNPA and is reproduced in Table 11 below. The effort is supplied by around 230 active volunteers.
Table 11: Volunteer days for rights of way work in YDNP

<table>
<thead>
<tr>
<th>Volunteer days</th>
<th>2006/7</th>
<th>2007/8</th>
<th>2008/9</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>RoW Maintenance/Practical</td>
<td>583</td>
<td>658</td>
<td>767</td>
<td>474</td>
<td>466</td>
<td>1556+</td>
</tr>
<tr>
<td>RoW Surveys</td>
<td>425</td>
<td>531</td>
<td>520</td>
<td>452</td>
<td>347</td>
<td>489</td>
</tr>
<tr>
<td>RoW training, admin etc</td>
<td>225</td>
<td>146</td>
<td>229</td>
<td>122</td>
<td>141</td>
<td>74</td>
</tr>
<tr>
<td>Total RoW</td>
<td>1233</td>
<td>1335</td>
<td>1516</td>
<td>1048</td>
<td>954</td>
<td>2119~</td>
</tr>
</tbody>
</table>

+ Given the large uplift, YDNP was asked to verify the result and provided an explanation:

- As part of a re-structuring ‘Volunteering’ now sits within the Ranger Service (which helped focus people’s attention, northern area had always used volunteers a lot on rights of way but not so much southern area so this has now changed)
- With YDNPA budgets cut they have needed to think much more about how they use their volunteers as a ‘resource’, they produced an ‘action plan’.

~ includes 288 volunteer days other than Dales Volunteers (breakdown not available for previous years). Currently, some established Dales Volunteers travel significant distances to their volunteering activity. There is now a policy of recruiting only from within 35 (SE / SW) or 40 (NE / NW) miles from the volunteer’s work base so, over time, this should bring down the distance which volunteers travel.

7.2.7 FUNDING
The budget directly allocated to all volunteering work in 2012/13 was £65,000. A detailed analysis of anticipated volunteer effort and supporting costs is available in the YDNP Volunteer Action Plan for 2012/13. Relevant details have been extracted and are included in Table 12 below. This shows the recent significant uplift in volunteer days helping with rights of way is expected to have continued into 2012/13. It also demonstrates the wider range of activity in which the NPA engages, with support from volunteers, to enhance understanding and enjoyment of the special qualities of the area.
### Table 12: Extracts from YDNPA Volunteer Action Plan 2012/13

<table>
<thead>
<tr>
<th>Area of work</th>
<th>Nature of work</th>
<th>Staff Time in managing volunteer effort (days)</th>
<th>Volunteer effort (days)</th>
<th>Cost (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rights of way</td>
<td>Condition survey</td>
<td>12</td>
<td>456</td>
<td>6063</td>
</tr>
<tr>
<td></td>
<td>Maintenance</td>
<td>208</td>
<td>1098</td>
<td>14274</td>
</tr>
<tr>
<td></td>
<td>Managing visitors on PROWs</td>
<td>4</td>
<td>100</td>
<td>1300</td>
</tr>
<tr>
<td>Open Access</td>
<td>Monitoring</td>
<td>11</td>
<td>553</td>
<td>7137</td>
</tr>
<tr>
<td>Outreach</td>
<td>Walks</td>
<td>10</td>
<td>85</td>
<td>1040</td>
</tr>
<tr>
<td></td>
<td>Events</td>
<td>30</td>
<td>90</td>
<td>1170</td>
</tr>
<tr>
<td>Education</td>
<td>Walks</td>
<td>14</td>
<td>45</td>
<td>585</td>
</tr>
<tr>
<td>Events</td>
<td>Guided Walks</td>
<td>111</td>
<td>265</td>
<td>3185</td>
</tr>
<tr>
<td></td>
<td>Agricultural shows</td>
<td>0</td>
<td>20</td>
<td>260</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>400</td>
<td>2712</td>
<td>35014</td>
</tr>
</tbody>
</table>

The funding is found from within YDNPA’s core budget.
7.2.8 **Key features of relevance to Monmouthshire**

Key features of interest to Monmouthshire are:

- Very explicit commitment to use of volunteers to defray the effects of budget cuts
- YDNPA seem to be dealing with volunteers as individuals but in specific teams
- Wide range of tasks carried out by volunteers
- There is a considerable financial commitment to supporting the volunteering infrastructure, and from within core funding
- Training is a year-long process, which implies considerable investment in each individual and so likely to be a wish for them to stay as volunteers for as long as possible.

7.2.9 **Analysis/Pros + Cons**

The YDNPA approach seems to be a version of MCC’s current approach (i.e. working with individual volunteers direct rather than through groups) but with better financial support, particularly staff resources. Perhaps one of the keys to the availability of support is the acceptance of volunteering as a core part of the NPA’s Management Plan.

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Close to the current system</td>
<td>Requires greater financial commitment from authority</td>
</tr>
<tr>
<td>Strong investment in individual training</td>
<td>Risk is that this investment is wasted if volunteer not retained for long</td>
</tr>
</tbody>
</table>

7.3 **South Downs Volunteer Ranger Service**

7.3.1 **Introduction**

The South Downs Volunteer Ranger Service (VRS) is a voluntary organisation that works in partnership with the South Downs National Park Authority (SD NPA), looking after and helping to conserve the special qualities of the South Downs. Set up in 1981 originally to protect the Heritage Coast of East Sussex the VRS membership has increased dramatically and works to the following two core principles:

- To protect, conserve and enhance the unique natural beauty of the Downs
- To encourage people's quiet enjoyment of the Downs.
The main activities of the VRS are practical conservation and access improvement work. However, the VRS also undertakes a wide variety of other work including working alongside Park staff at public events and on office based projects. Having such a dedicated and wide ranging team of volunteers has made it possible to support a range of projects that, without the numbers of helpers available, we would not be able to do.

**7.3.2 MANAGEMENT STRUCTURE**

The VRS was originally ‘hosted’ by the South Downs AONB but its host has changed to reflect changing circumstances – firstly expanding into Hampshire when its host AONB was joined by East Hampshire AONB under the South Downs Conservation Board; and then subsequently under the SD NPA. Throughout this 30yr period, the VRS has always operated under the jurisdiction of a host public body, which has provided financial security and supervision. That said, the VRS has its own committee which manages its activities, runs its own bank account (on the same basis as most private member clubs) and will enter into partnerships with third parties without direct involvement of the NPA. Most funding comes via the NPA and partners but the VRS has, on occasion, secured funding direct.

With respect to work arrangements, the NPA coordinates the development of the VRS’s work-plan, which incorporates all the volunteer activities, irrespective of the partner organisation with or for whom they are working. The VRS team is split into 8 task groups, each with a geographical area of activity, and each with its own work-plan. The NPA determines what work VRS will do for the NPA, provides transport and equipment and leadership/supervision where needed (some suitably pre-disposed volunteers have been trained as leaders and will take on this role for some tasks). Historically, NPA (and its predecessors) have adopted a ‘hands-on’ approach but are now seeking to encourage volunteers to be more self-sufficient.

**7.3.3 TASKS UNDERTAKEN**

Volunteer rangers have to be 18 or over and be willing to commit for a minimum of 12 days’ volunteering each year. This may be less for Rights of Way Volunteers or South Downs Way Volunteer Wardens. There are several ways in which volunteers can get involved in the VRS.
Firstly, however, it should be noted that the NPA does not have any responsibility for the maintenance of public rights of way; these rest with the relevant local highway authorities (East Sussex, West Sussex, Hampshire and Brighton/Hove) and have not been delegated to the NPA as in most other Parks. Nonetheless, the NPA is the access authority for open access land and works in partnership with each of the highway authorities in their respective areas, although arrangements and closeness of working vary. A further exception is the South Downs Way National Trail; the NPA employs the Trails Officer and VRS provides volunteer support.

Outdoor Rangers: carry out both practical conservation and public relations work; the balance varies slightly according to the area, the season and each volunteer’s areas of expertise. Rangers also provide advice and guidance to visitors. Typical tasks are:

- Chalk grassland and Heathland conservation
- Scrub Clearance
- Woodland Management
- Hedge Laying
- Improving public access
- Surveys of flora and fauna

Rangers working at the weekend agree a rota for their work, whilst mid-week groups operate a more flexible system. Rangers bring along food and drink for their day.

South Downs Way Access Volunteers: Rangers are responsible for monitoring the condition of statutory ‘Open Access’ areas or on a section of the South Downs Way. Once or twice a year volunteers are asked to report on any problems they find during their surveys.

Office-based tasks: There are a variety of opportunities in our Area offices and Headquarters. Help with the organisation, management and development of the VRS is always welcome. In addition, there are often projects that can be carried out by volunteers working with full-time staff. The administration of a countryside organisation is an increasingly busy job and help here is also extremely useful.

R4C developed a typology of volunteer tasks able to be applied more generally:
- Volunteers who take practical action to look after the NP (Conservation of natural & heritage assets, Management of recreational assets)
- Volunteers who help create knowledge about the NP
- Volunteers who help others enjoy and understand the NP’s Special Qualities (customer facing, education, supporting voluntary action by others).

### 7.3.4 Support Systems

A newsletter is produced about every quarter, called the Downland Thymes. Volunteers receive ‘on-the-job’ training from fully skilled team leaders, as well as classroom-based training course that all recruits are asked to undertake. Day courses are held two or three times a year and provide a broad introduction to the South Downs, National Parks and the South Downs National Park Authority. The Authority is restructuring its approach and will be reintroducing much of this training, but for the moment it is largely restricted to ‘on the job’ complemented by a one day introduction to provide some context.

All tools, equipment and appropriate clothing are provided, as well as further training opportunities as and when necessary.

All VRS officers and operations follow Health and Safety guidelines. VRS provides steel toe-capped safety boots, work gloves and safety glasses, which should be worn for all tasks. All outdoor team leaders are qualified First Aiders. There is a first aid box on site at all times. The South Downs VRS has full public liability and personal injury insurance cover.

### 7.3.5 Volunteering Motivation

A survey of volunteers has been undertaken and one of the questions asked was “why do you volunteer?”. A summary of the range of responses is provided below.

- The social side - meeting good friends (especially important for those living alone).
- The work itself (involving physical activity in the fresh air) is usually enjoyable.
- Gratitude for and belief in what these organisations are doing to keep the South Downs beautiful.
- An opportunity to learn about the National Park environment and to contribute to its
conservation and enjoyment by others and, in the process, developing new skills.

- Keeps me fairly fit (and, in one case, “out of the pub”).
- Feel there are needs to be met and can provide understanding of issues etc by relating community to statutory organisations.
- Playing a more campaigning / lobbying role to progress action (where "authorities" and established organisations can't or don't fulfil this role).
- Doing my bit for the community and the environment; giving something back for the pleasure I get from contact with nature, walking on the Downs etc; motivating others to get involved / do more.
- Keenness to contribute specific skills (e.g. financial and management background) in helping run various organisations.
- Get to see areas of The Downs that otherwise wouldn't get to.
- Voluntary work has either given me or assisted in helping me gain many practical skills and certifications (Chainsaw, First Aid & Pesticide) I didn't acquire through education and has succeeded in finding me employment as a paid warden.
- To maintain contact with the South Downs area.

These motivations are repeated by many of the respondents and are likely to be typical of most countryside volunteers, wherever they are in the country.

Respondents were also asked to “tell us why you don't volunteer in an activity related to the National Park at the moment, and what might help you to volunteer in the future?” Key points to emerge from this are:

- A willingness of people to become involved (although this may reflect a bias within the sample), particularly to use specific skills;
- Lack of awareness of volunteering opportunities is a major obstacle to increasing volunteer involvement;
- Volunteering opportunities need to cater for a wider range of volunteers’ circumstances (e.g. lack of fitness, lack of availability, need to be able to engage the whole family);
It is difficult to know whether these factors apply in Monmouthshire but they are probably points to bear in mind when re-designing any new structures for recruiting and managing volunteers.

7.3.6 **ANALYSIS/PROS + CONS**
The VRS seems to have evolved over a long period of time but is also approaching a period of transition to greater self-sufficiency. The current system, as described, has a number of features:

<table>
<thead>
<tr>
<th>Pros</th>
<th>Cons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variety of tasks undertaken and the flexibility in workforce skills that this implies</td>
<td>Complexity, born from the need to work with 4 different local highway authorities and a National Trails Officer</td>
</tr>
<tr>
<td>Good degree of self-sufficiency, with some suitably pre-disposed volunteers willing to lead volunteer groups on some tasks</td>
<td>Training is mainly ‘on-the-job’ rather than properly structured</td>
</tr>
<tr>
<td>Degree of independence means that the VRS has access to work and funding streams wider than just its ‘host’ authority</td>
<td></td>
</tr>
</tbody>
</table>

7.3.7 **KEY FEATURES OF RELEVANCE TO MONMOUTHSHIRE**
Features of possible relevance to MCC are:

- The quasi-independent nature of the VRS – with its own committee structure, bank account and bilateral arrangements with partners;
- Variety of countryside management tasks undertaken;
- Latent demand for volunteering opportunities but the difficulty some people have in realising them;
- Lack of awareness of the volunteering opportunities available.
7.4 LANCASHIRE

7.4.1 INTRODUCTION
Lancashire County Council has a long history of using volunteers, through its Parish Lengthsmen Scheme. This involved the contracting of a local person to maintain roadside verges and drainage, public open space and pathways. The Lengthsman’s role was expanded to tackle small-scale environmental projects directly or jointly with the local community and the partners involved. In 2006, there were 14 Parish Lengthsman Schemes operating in 39 parishes throughout Lancashire, plus a further scheme in the parishes of North Turton and Yate and Pickup Bank in the West Pennine Moors area.

It was recognised that in some parishes it worked well but not in others, so a review seemed in order and was completely recently. Further urgency was lent to this task by the increasing limitations on officer time and cash flow.

7.4.2 MANAGEMENT STRUCTURE
The latest approach to use of volunteers to help maintain the network was guided by some key principles:

- It is vital to obtain value for money compared with alternatives (i.e. no more expensive than use of contractors and/or in-house staff);
- A ‘fixed price for fixed work’ would be used;
- It would be an opt-in scheme, but with the clear indication that if a parish did not opt-in then LCC work in their parish would be minimal or non-existent;
- Officer inputs to scheme management had to be capped.

The process followed is:

- when LCC’s PROW team receive a comment/complaint from a member of the public, they decide if it is suitable for the parish to respond and whether it justifies committing LCC funds to it;
- if it is, then it is passed to the parish contact who will ensure that one of the volunteers examines the problem. In some cases, the problem is not relevant to PROW. If it is a problem which is PROW-related and the parish volunteers can do it, they tell LCC;
LCC then check for constraints, such as underground utilities and permitted structures;

- Assuming no constraints are found, LCC give the go-ahead for work to be done.
The scheme is administered by an officer who also has other responsibilities.

7.4.3 TASKS UNDERTAKEN

It is up to the individual parishes to ‘bid’ for the tasks they want to undertake. LCC then vets the parish’s aspiration to ensure that it is feasible for them to do it and is a priority task for the council. So, for example, work like bridge repairs and enforcement work is considered unsuitable.

It is left to the parish co-ordinator to decide how the work is completed, and by whom. One parish is using low-risk prisoners to do work, which helps in the prisoners’ process of re-integration into society. Others use local handymen, scout groups lengthsmen, the landowner or a contractor. In some cases, parish clerks or councillors will do some tasks.

7.4.4 FUNDING

Funding comes from Lancashire’s core budget but the crucial point is that a fixed amount is available in total to fund parish-level work, meaning that there is an element of competition involved. The amount per parish is also fixed at a remarkably low level - £200 per parish – for the work involved (surveying routes, reporting and fixing problems within the agreed scope).

The money now paid is considerably less than some parishes received in the past for the Lengthsman Scheme, so a transitional programme was introduced to alleviate concerns about funding reductions.

7.4.5 KEY FEATURES OF RELEVANCE TO MONMOUTHSHIRE

Key features of interest to Monmouthshire are:

- The work is contracted to volunteer groups (mainly parish councils) who opt-in to the scheme;
- Only suitable work (i.e. appropriate for being done by volunteers, a priority for the council) is ‘commissioned’;
- Each group is left to organise for itself how it does the work;
- Financial commitment of the authority (both money and staff) is fixed and parishes are free to manage the money themselves, and supplement it from precepts if they so wish;
- The period of transition needs careful management.
8. VOLUNTEERING MODELS & POTENTIAL OPTIONS

8.1 INTRODUCTION
This section begins by summarising the findings from the interviews with key internal and external stakeholders. The aim of these interviews was to find out about current practice in relation to how volunteering was structured, and to explore if there was any potential for collaboration with MCC Countryside Access team. The section concludes with a listing of potential options, and some ‘food for thought’ on future direction which was used as a basis for discussion on 7th November.

8.2 CURRENT VOLUNTEERING MODELS
The diagram overleaf shows a ‘typology’ of current volunteering models, as described by internal and external stakeholders. Broadly speaking, there is a process of moving towards increasingly independent forms. The diagram below (Figure 3) gives examples of organisations/groups’ current models of volunteering. Figure 4 uses this typology to classify current volunteering activities/groups.
Figure 3: Examples of current models of volunteering.

**Direct management of individual volunteers**
- Parent organisation holds full responsibility
- Parent organisation plans and manages work
- Co-ordinator is actively involved in work
- No administrative or organisational roles carried out by volunteers.
- Activity fully funded by or through parent organisation.

**Direct management of volunteer groups**
- Parent organisation holds full responsibility
- Parent organisation plans and manages work
- Co-ordinator is actively involved in work
- No administrative or organisational roles carried out by volunteers.
- Activity fully funded by or through parent organisation.

**Volunteer groups affiliated to a parent organisation**
- Parent organisation acts as ‘umbrella support’, e.g., insurance.
- Officer provides varying levels of facilitation & support.
- Administrative and organisational roles carried out by volunteers, to varying degrees.
- Group has access to parent organisation funding, but can seek other funding too.

**Independently constituted volunteer groups**
- Group is fully self-administered and organised.
- Group seeks support from any sources it deems appropriate.
- Group is fully responsible for funding, with freedom to apply to any appropriate source.
Figure 4: Classification of current volunteering activities/groups

- **Direct management of individual volunteers**
  - MCC - Countryside Access
  - MCC - Sports Development
  - MCC - Youth Services
  - AONB Conservation Volunteers
  - AONB Volunteer Rangers

- **Direct management of volunteer groups**
  - MCC - Leisure (Parks) e.g. Friends of Lindavista Park
  - MCC - Leisure e.g. Walking for Health

- **Volunteer groups affiliated to a parent organisation**
  - Fix the Fells
  - Walkers are Welcome
  - MCC - Sports Development
  - Tidy Towns
  - BHS Bridleway Group
  - MCC - Countryside Access e.g. Friends of Castle Meadows

- **Independently constituted volunteer groups**
  - Walkers are Welcome
  - Caldicot U3A
  - Town & Community Councils
### Table 13: Interview responses of internal and external stakeholders

<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>KEY FEATURES</th>
<th>POTENTIAL OPPORTUNITIES</th>
</tr>
</thead>
</table>
| **Wye Valley AONB**   | • Approx 30 Conservation Volunteers with practical countryside management skills. Hand-tools only. Provided with uniform.  
• Guided walks programme, with paid guides and volunteer backmarkers.  
• Volunteer co-ordinator role – works with volunteers, organises programme, annual ‘treat’ day out to other programmes.  
• Works to MCC Volunteer Policy and under MCC volunteer insurance. |
|                       | • AONB takes responsibility for checking the condition of the self-guided routes promoted by the AONB.  
• AONB takes on maintenance of some publicly accessible sites within AONB boundary.  
• AONB grants available to promote wider community engagement, e.g. from Town and Community Councils.  
• AONB volunteers take on more diverse roles  
• AONB staff provide volunteer groups with knowledge and support for fund-raising.  
• Interested in potential collaboration discussions. |
| **Keep Wales Tidy**   | • Working with individual Litter Champions and with groups. Currently about 40 active groups and 15 champions. Organises loan of Tidy Towns tools.  
• Volunteers tend to prefer practical tasks.  
• County officer helps to form groups and supports groups to be as independent as possible. Support includes H&S, risk assessments.  
• Already working with MCC Countryside Access team. |
|                       | • Potential for partnership approach to managing volunteers, with different organisations taking on different roles.  
• Can do work which is directly in line with aims of Tidy Towns within existing funding.  
• KWT has procedures and insurance for its volunteers to use herbicides.  
• Interested in potential collaboration discussions. |
| **Ramblers Cymru**    | • Wide volunteer base, approx. 1000 across Wales.  
• Provide support, resources and training for |
|                       | • Ramblers insurance covers use of hand-tools and all power tools other than chainsaws.  
• Most groups have key volunteers who take on |
<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>KEY FEATURES</th>
<th>POTENTIAL OPPORTUNITIES (Note: Ideas only, no commitments made)</th>
</tr>
</thead>
</table>
|              | volunteer groups, working towards them becoming self-sustaining. | responsibility for liaising with the Local Authority in relation to work programmes.  
• Existing or new Ramblers groups can be supported by Ramblers Cymru from core funding.  
• There is potential for developing partnership projects if it benefits Ramblers’ mission, giving an opportunity for fund-raising.  
• Interested in potential collaboration discussions. |
| MCC - Leisure | • Work with individual volunteers who work in sports clubs, mentoring programme to support key volunteers.  
• Also has Millennium Volunteers sporting programme for young volunteers, with GAVO administering the scheme.  
• Also, sport leadership programme in schools.  
• Walk leader training for GP referral scheme. | • Potential of time-banking approach.  
• Interested in potential collaboration discussions. |
| MCC – Youth Services, Duke of Edinburgh | • Currently >1000 D of E participants, all of whom must complete an element of volunteering.  
• Participants complete an outdoor expedition; bronze route is Sugarloaf, Bryn Arran area; silver route is Usk Valley. | • Co-ordinator could manage a group of D of E participants who don’t have volunteering opportunities already organised to complete their volunteering requirement through maintenance works on the Monmouthshire RoW used by D of E. Interested in piloting this in Abergavenny area. |
| GAVO | • Member of Monmouthshire Environment Partnership  
• Core role is providing expertise and advice for organisations providing volunteering opportunities, and volunteer-run groups. | • If part of a project, GAVO can look for external funding.  
• GAVO can support self-sustaining volunteer groups occasionally at no extra cost because it’s within their core activities, e.g. constitutions, |
<table>
<thead>
<tr>
<th>ORGANISATION</th>
<th>KEY FEATURES</th>
<th>POTENTIAL OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>policies, DBS, conflict mediation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• GAVO can adapt existing models of support for organisations using volunteers, including recruitment and placement.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• GAVO could mentor a staff member of MCC to support them in developing volunteering within the authority.</td>
</tr>
<tr>
<td>BHS Bridleway Group</td>
<td></td>
<td>• Local people could help with basic maintenance on local routes. BHS Bridleway Group members are insured if they have landowners’ permission.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Group members could do more to contribute user representation for development of project ideas.</td>
</tr>
</tbody>
</table>
ADDITIONAL NOTES

- Adventa is likely to cease to exist, certainly in its present form, after autumn 2014, but it is hoped that current Walkers are Welcome groups will continue as independent groups.
- All interviewees note that volunteers are not ‘free’, that they require managing and supporting in various ways and to various degrees.

8.3 POTENTIAL OPTIONS

8.3.1 OPTIONS AVAILABLE

Based on the different models and approaches described by the various stakeholders, there seem to be 3 main options, each with sub-options:

1. INTERNAL COLLABORATION
   a) Continue as at present
   b) Services share a co-ordinator
   c) No co-ordinator

2. EXTERNAL COLLABORATION
   a) Each org takes on what it can within existing core funding, staffing and mission
   b) MCC commissions one or more orgs
   c) Full partnership approach, combining volunteer effort and including project-specific fund-raising

3. STAY AS COUNTRYSIDE ACCESS SERVICE ALONE
   a) P/t co-ordinator, but working with groups only.
   b) No co-ordinator
8.3.2 FUTURE DIRECTION?
Working from the options above, and from analysis of the various information-gathering exercises, we are suggesting a developmental approach which we think has the strongest potential for you, which would take you from the current situation, through a period of transition and decision-making towards a different way of working with volunteers.
Please note that these suggestions are intended to start a discussion, and that the choices are yours; the material in this report is intended as base material for your decisions.
- Immediate position (1a) not sustainable
- Immediate position – work towards 3a, during Q1 2014.
- Immediate investigation to see if 2b is realistic.
- Immediate internal discussions to consider the feasibility of 2a, and if there is support for this idea, begin internal and external discussions and decision-making towards actively making this happen. Starting Q1 2014, with ongoing work in Qs 2 & 3.
- Less immediate internal discussions to consider the feasibility of 1c and 2c, starting Q4 2013 with follow-up during 2014.

It was agreed at the meeting that there are three strands to take further:

1. Making changes to the current situation, moving from individual volunteers to groups
2. Investigating options for internal collaboration
3. Investigating options for external collaboration

Actions for each strand are as follows:
- Strand 1: Ruth and Morag will discuss what they think needs to be done, how it fits with Toolkit work, and how Ken can provide support. Then Ken, Ruth and Morag to have a teleconference to pin down his input.
- Strand 2: A workshop for internal audiences, focussing on those services most relevant to Countryside, i.e. tourism, youth (D of E), leisure and health, museums & culture, total
place, Adventa. This will be on 2nd Dec. Ruth to organise venue, invitations. Irene to
draw up workshop plan.
- Strand 3: A workshop for external audiences, focussing on the organisations that are
  most relevant and which Countryside have a current relationship with, i.e. Gwent
  Wildlife Trust, AONB, GAVO, Ramblers Cymru, Brecon Beacons NPA, Keep Wales Tidy. It
  will be held on 12th December. Ruth to organise venue. Irene to draft invitation, Ruth
to approve. R4C to send out invitations.

The internal workshop will be structured around:
- What work can volunteers do and what are volunteers willing to do?
- Which other services and other organisations are they currently working with?
- What are the services’ outcomes and where is the shared ground?
- Are the services better off working together or separately?
- How? What are the things that are usefully collaborated on? And where are things done
  best separately?
9. RECOMMENDATIONS FOR A PATHWAY FOR CHANGE

9.1 MOVING ON FROM THE INTERIM REPORT & WORKSHOP

At the interim workshop between Asken/R4C and key Countryside Service staff, participants discussed the implications of the first phase of work and appropriate actions for the remainder of the R4C/Asken contract.

It was agreed that the work should focus on further exploration of the opportunities for Monmouthshire Countryside Service to collaborate with others, to be done through two workshops: one with other Services within MCC and the other with external organisations working in Monmouthshire.

The internal workshop would be aimed at other MCC services which make use of volunteers and where the tasks or skills of the volunteers were felt to be similar or complementary to those of Countryside Service volunteers. The services which attended were: highways - road safety; trading standards and animal health; tourism; adventa; museums; libraries. Apologies were received from youth services – Duke of Edinburgh.

Invitees to the external workshop were also targeted. The organisations which sent representatives were: GAVO, Brecon Beacons National Park; Wye Valley AONB; Ramblers Cymru; Monmouthshire Environment Partnership. Apologies were received from Keep Wales Tidy and Gwent Wildlife Trust.

The two workshops covered the same topics:

- The types of work currently done by volunteers, and potentially in future.
- Identifying shared ground in terms of what other organisations and MCC services the services/organisations currently work with.
- Identifying shared ground in the outcomes participants are seeking through their work with volunteers.
- Whether participants think there is potential for collaboration, and if so, how this should be taken forward.
During the course of the work as a whole, and these two workshops, a number of key points were raised that are pertinent to any decision made in the future.

- Volunteers are not a free resource. There are significant requirements for coordination, management, work planning, communication, support and training.
- The work that volunteers have done has traditionally been for tasks ADDITIONAL to those done by core staff; future budget cuts may threaten the ability of core staff to deliver statutory functions, and it will be ‘entering new territory’ to consider if volunteers should make up any shortfall.
- Volunteers are not the same as staff. They can pick and choose which work to do, and may move on at any time (for a whole variety of reasons). It is crucial that the organisation hosting volunteers is sensitive to the volunteers’ motivations and aspirations; the work that volunteers do is necessarily led by what they are WILLING to do, rather than what may be the highest priority tasks for the organisation.

9.2 AIMS
The remainder of this report is based on the outputs from these two workshops, with additional analysis from the R4C team. It is intended as a ‘Pathway for Change’ document, i.e. a practical set of suggestions for actions that will help Monmouthshire Countryside Service move from its current situation to a new, more sustainable, one.

It seeks to come up with some (but certainly not all) of the answers to two questions:

1. What to do with the existing volunteers and the volunteer groups that have already expressed an interest in working with Countryside Services?
2. What is the best long-term future for volunteering in Countryside Services and how do we get there?

The diagrams and tables on the following pages:

- Suggest key decisions that need to be made
- Suggest actions that should be taken
- Highlight any critical paths, i.e. actions that are contingent upon or affect other actions happening
- Consider an appropriate outline timetable
- Suggests who might be responsible for particular actions.

It is intended that this report can be used as a live document, to be added to by Countryside
Staff (who will have more knowledge of certain elements than we as external consultants can), and updated as it is used and circumstances change –which they inevitably will.

**KEY TO DIAGRAMS**

- Action
- Preparatory step
- Decision
10. EXISTING VOLUNTEERS & INTERESTED COMMUNITY GROUPS

This diagram shows the key actions, decisions and preparatory steps to be done. Table 14 overleaf suggests who might take responsibility and when the action/decision should happen.

Figure 5:

Communicate the need for change and intended direction of travel. By email if possible, if not by post.

Prepare the content of the mailing

Build on the R4C/Asken initial mapping. Formalise and improve through use of GIS. Carry out further research to create a more comprehensive and accurate resource.

Mapping of current organisations/groups hosting volunteers, and volunteering opportunities, across Monmouthshire

Discussions with other organisations & services about opportunities for collaborating on volunteer group support provision

MCC DECISION: How much & what capacity building & support to provide, & how

Revision of work planning processes and responsibilities – feasibility assessment and recommendations. Including collaborative approaches.

Countryside Service & volunteer meeting. Face to face discussion of intentions and options. All volunteers and interested groups invited.

Preparation of new procedures and update supporting materials

VOLUNTEER DECISION: Volunteers join existing groups

VOLUNTEER DECISION: Volunteers form their own ‘MCC Group(s)’
Table 14: Volunteer & Community Groups Actions & Decisions

<table>
<thead>
<tr>
<th>ACTION/DECISION</th>
<th>WHO</th>
<th>WHEN</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate the need for intended change &amp; direction of travel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare the draft text</td>
<td>Ruth</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Approve the text</td>
<td>Matthew</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Distribute</td>
<td>Morag/Ruth</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Follow-up 1-1 phone calls</td>
<td>Morag/Ruth</td>
<td>Q1 2014</td>
<td>May be necessary for particularly sensitive relationships.</td>
</tr>
<tr>
<td>Mapping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify individual/team who can take on the GIS mapping</td>
<td>Ruth?</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Agree a workable design/structure for the mapping</td>
<td>Ruth</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Compile additional information required</td>
<td>Morag</td>
<td>Q1 2014</td>
<td>Including organisation/service names, contact person &amp; contact details, location of volunteering activity, types of volunteering activity, current volunteer management/co-ordination/planning practice.</td>
</tr>
<tr>
<td>MCC volunteer meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare meeting plan</td>
<td>Matthew/Ruth</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Hold meeting</td>
<td>Morag/Ruth/</td>
<td>Q2 2014</td>
<td>May be appropriate/useful/necessary to include other services/organisations, depending on progress made on Matthew</td>
</tr>
<tr>
<td>ACTION/DECISION</td>
<td>WHO</td>
<td>WHEN</td>
<td>NOTES</td>
</tr>
<tr>
<td>-----------------</td>
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</tr>
<tr>
<td>be ready before then)</td>
<td></td>
<td></td>
<td>collaborative activity development. Main aim is to have open discussion, enabling volunteers to ask questions and get answers, leading to them being able to make decisions about how they want to work in future.</td>
</tr>
<tr>
<td>Meeting follow-up, including meetings, phone calls and emails</td>
<td>Morag/Ruth</td>
<td>Q2 &amp; 3 2014</td>
<td>Seeking decisions from the volunteers and groups, and providing the support and information needed for them to do this.</td>
</tr>
<tr>
<td>Volunteer capacity-building &amp; support decisions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal and external discussions on capacity-building and support options</td>
<td>Ruth/Matthew</td>
<td>Q2 &amp; 3 2014</td>
<td>See below.</td>
</tr>
<tr>
<td>Prepare paper clarifying ‘ideal’ new requirements for provision of capacity-building and support</td>
<td>Ruth</td>
<td>Q3 2014</td>
<td>Based on likely preferred direction of volunteers towards existing and/or new groups. And also based on the discussions with other services and external organisations to understand options for collaboration and their staff resource &amp; cost implications.</td>
</tr>
<tr>
<td>Make internal Countryside Service decision on preferred way ahead</td>
<td>Matthew</td>
<td>Q3 2014</td>
<td></td>
</tr>
<tr>
<td>Seek MCC decision for approval</td>
<td>Matthew</td>
<td>Q3/4 2014</td>
<td>Because of budget implications. Cabinet decision?</td>
</tr>
<tr>
<td>ACTION/DECISION</td>
<td>WHO</td>
<td>WHEN</td>
<td>NOTES</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>-------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Preparation of new procedures</td>
<td>Morag/Ruth/ Bowles Green</td>
<td>Q3/4 2014, Q1 2015</td>
<td>Exact requirements will depend on decisions made. May well include designing a fit with other internal services or external organisations, on the basis that there will be a variety of approaches (and not a ‘highest common denominator).</td>
</tr>
<tr>
<td>Revise existing and prepare new administrative paperwork, e.g. volunteer work completion records, volunteer contacts management system, supporting documents and policies.</td>
<td>Morag/Ruth/ Bowles Green</td>
<td>Q3/4 2014, Q1 2015</td>
<td>Exact requirements will depend on decisions made. May well include designing a fit with other internal services or external organisations, on the basis that there will be a variety of approaches (and not a ‘highest common denominator).</td>
</tr>
</tbody>
</table>
11. THE LONG-TERM FUTURE FOR VOLUNTEERING

This falls into two workstreams, considered separately in detail, and then with a summary of how the two might come together.

11.1 INTERNAL COLLABORATION

Figure 6:

Discuss the outputs of the Internal Workshop with services that may be on this list but did not attend to assess their interest.

Identify existing volunteer provision

Workshop to identify future cross working on events & activities and any other volunteering opportunity, as appropriate.

Further collaboration development

GROUP DECISION: Whether or not to continue collaborating

Attendees at the Internal Workshop identified shared ground in terms of the roles
undertaken by volunteers:

- Practical work tasks
- Research and data entry
- Spotting and surveying
- As community ambassadors
- Input to events and activities.

And they identified **shared ground in terms of the outcomes sought by their current work with volunteers:**

- As a core element of the way the service works
- Bringing experience into the service’s work
- Increasing the service’s capacity to deliver
- Providing active support for the service
- As a way of engaging with the community
- As a route to gaining external funding.
### Table 15: Internal Collaboration Actions & Decisions

<table>
<thead>
<tr>
<th>ACTION/DECISION</th>
<th>WHO</th>
<th>WHEN</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision: services to include in internal collaboration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discussions with potential services who did not attend the Internal Workshop</td>
<td>Ruth/Matthew</td>
<td>Q1 2014</td>
<td>To cover the same ground as at the workshop, leading to finding out whether they are suitable for, and interested in, joining the internal collaboration group. Will need to be by phone at a minimum, ideally face-to-face.</td>
</tr>
<tr>
<td>Discussion and agreement of joint aims and intended outcomes, and key tasks.</td>
<td>Matthew</td>
<td>Q1 2014</td>
<td>To have a common view on what the collaboration is trying to achieve, what success would look like, and how to work towards this.</td>
</tr>
<tr>
<td>Identification of existing volunteer provision and future cross working</td>
<td>Matthew</td>
<td>Q1 2014</td>
<td>Minutes from the workshop, highlighting any cross working opportunities and way of taking this forward.</td>
</tr>
<tr>
<td>Pilot: Events and activities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider any cross working opportunities for events and activities across the authority.</td>
<td>All services</td>
<td>Q1 2014</td>
<td>Consider type of events, opportunities to share volunteers and training, health and safety issues, etc.</td>
</tr>
<tr>
<td>Develop training, policies etc. as needed , as part of cross-working on an event or activity.</td>
<td>Services concerned</td>
<td>Q2 2014</td>
<td>Examine working practices/procedures and policies for all events and adapt as necessary.</td>
</tr>
<tr>
<td>Review</td>
<td>All services</td>
<td>?</td>
<td>As a tool for deciding whether or not to continue</td>
</tr>
<tr>
<td>ACTION/DECISION</td>
<td>WHO</td>
<td>WHEN</td>
<td>NOTES</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>collaboration, and if yes, what needs to be improved/changed/continued.</td>
</tr>
</tbody>
</table>
11.2 EXTERNAL COLLABORATION

Attendees at the External Workshop identified **shared ground in terms of the roles undertaken by volunteers:**

- Practical work tasks
- Research and data entry
- Problem spotting and surveying
- Supporting walking activities – guided walks, walks guides.
- As group members

And they identified **shared ground in terms of the outcomes sought by their current work with volunteers:**

- As an organisation which provides opportunities for volunteering
- Sourcing skillsets not present within the organisation
- Increasing capacity to deliver
- Broadening the organisation’s engagement in the community and the landscape.

Aspirations for some **opportunities to develop volunteer roles** were identified:

- Co-ordination of other volunteers
- Training other volunteers
- Monitoring and evidence-gathering
● Fund-raising
● Working remotely.
### Table 16: External Collaboration Actions & Decisions

<table>
<thead>
<tr>
<th>ACTION/DECISION</th>
<th>WHO</th>
<th>WHEN</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set up a closed LinkedIn group</td>
<td></td>
<td></td>
<td>To provide a mechanism for staff in the participating organisations to share useful information, seek help from others, and network generally.</td>
</tr>
<tr>
<td>Set up the group</td>
<td>Ruth</td>
<td>Q1 2014</td>
<td></td>
</tr>
<tr>
<td>Invite other organisations to volunteer training events</td>
<td>Organisation lead for the event</td>
<td>?</td>
<td>To give people the chance to see how the other organisations work in order to inform future discussions about collaboration. Will also help to share learning.</td>
</tr>
<tr>
<td>Provide information on volunteering opportunities to GAVO</td>
<td>Sarah, GAVO</td>
<td>Q1 2014</td>
<td>To ensure that the information fits Sarah’s information management and dissemination system.</td>
</tr>
<tr>
<td>Ensure all participating organisations are aware of what information is needed and in what format</td>
<td>All organisation leads</td>
<td>Q1 2014</td>
<td>To ensure volunteering opportunities are disseminated as widely as possible. To build a sense for volunteers of being part of a wider community.</td>
</tr>
<tr>
<td>Provide information</td>
<td>All organisation leads</td>
<td>Q1 2014 ongoing</td>
<td></td>
</tr>
<tr>
<td>Share articles for volunteer communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disseminate amongst participating organisations</td>
<td>All organisation leads</td>
<td>Q1 2014 ongoing</td>
<td></td>
</tr>
<tr>
<td>ACTION/DECISION</td>
<td>WHO</td>
<td>WHEN</td>
<td>NOTES</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
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<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Investigate feasibility of a partnership project</td>
<td></td>
<td></td>
<td>Monmouthshire volunteering ‘scene’.</td>
</tr>
<tr>
<td>Online sharing of ideas, via the LinkedIn group</td>
<td>All organisation</td>
<td>Qs1-2</td>
<td>To find out if there really is interest in developing a project. If</td>
</tr>
<tr>
<td></td>
<td>leads</td>
<td>2014</td>
<td>so, see line below.</td>
</tr>
<tr>
<td>Meeting/workshop to define a project</td>
<td>All interested</td>
<td>Q2-3</td>
<td>To decide if there is a feasible, robust and jointly desirable</td>
</tr>
<tr>
<td></td>
<td>organisation</td>
<td>2014</td>
<td>project that could be developed.</td>
</tr>
<tr>
<td></td>
<td>leads</td>
<td></td>
<td>If yes, there will be considerable project development needed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Options may become clearer in the context of emerging RDP</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>priorities (although this is not the only avenue of opportunity).</td>
</tr>
<tr>
<td>Share intentions with organisations that couldn’t attend the External Workshop</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone calls/meetings with KWT and GWT</td>
<td>Matthew/Ruth</td>
<td>Q1 2014</td>
<td>To update them on the outputs of the workshop and to seek their</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>interest –or otherwise- in becoming involved. These need to be by</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>phone or meeting, as part of the relationship-building process.</td>
</tr>
</tbody>
</table>