

Volunteer
Scotland



VOLUNTEERING FOR ALL

OUR PLAYBOOK | 2019 – 2022

Mission

Strategy

Tactics



Introduction

'Volunteering for All' is the vision of the Scottish Governments 'National Volunteering Framework' which we helped to co-design. We share the ambition of a Scotland where everyone can volunteer, more often, and throughout their lives, and we accept a shared ownership in bringing this goal to life. Now we must meet the challenge of change and get down to the business of delivering the volunteering outcomes and maximise the positive impact that Volunteer Scotland - in collaboration with others - can make.

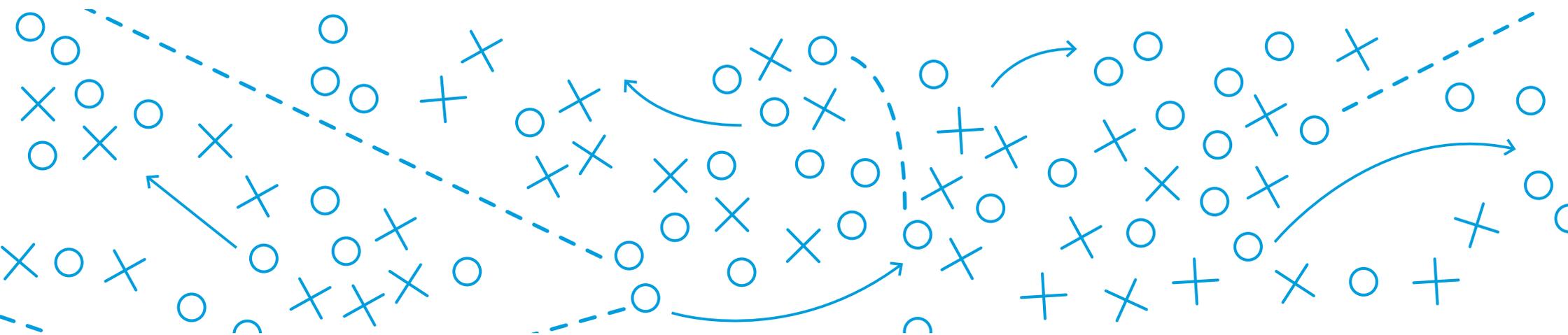
This 3-year 'Playbook' sets out the mission, strategy and tactics that makes up our collaborative approach for getting things done and how. We have a passion for achieving a more inclusive 'volunteering' Scotland where it is the norm for anyone to give time for community good. We are driven by the need for the engagement of those who are disadvantaged and excluded in society – who typically have low volunteering participation, but who often have the most to gain through volunteering.

This '[Playbook](#)' provides you with information about who we'll be working with, as well as the work. If you would like to be part of 'the play' please contact us:

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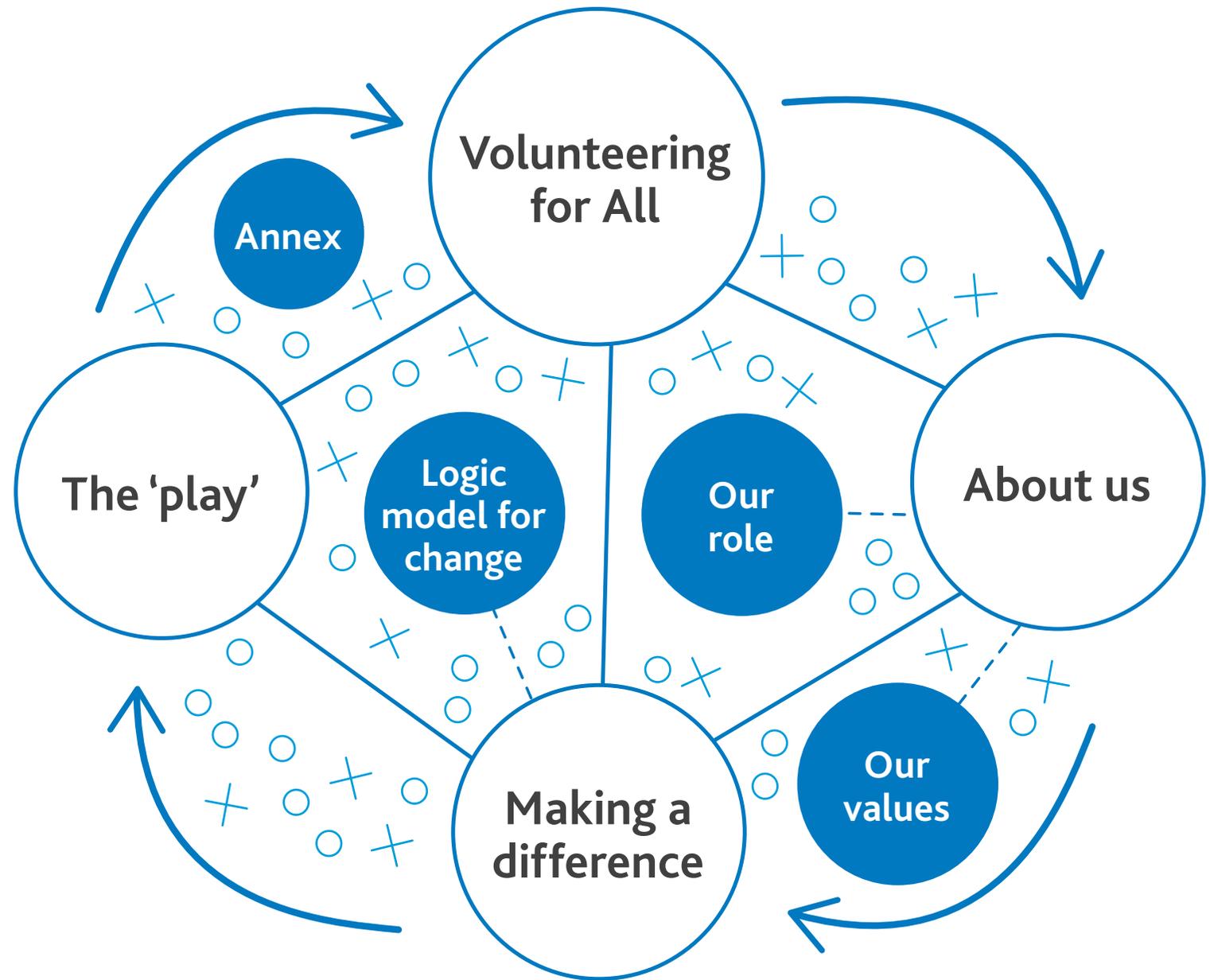
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Click on the contents page or the diagram to find out more about our 'Play' and the 'Volunteering for All' campaign.





‘Volunteering for All’

The challenge and change agenda

Government's role and our shared priorities

The Scottish Government has made a very clear commitment to its role and responsibility to help bring about active citizenship. All the key outcomes of Government depend on citizens being empowered in society, with health and wellbeing the core goal.

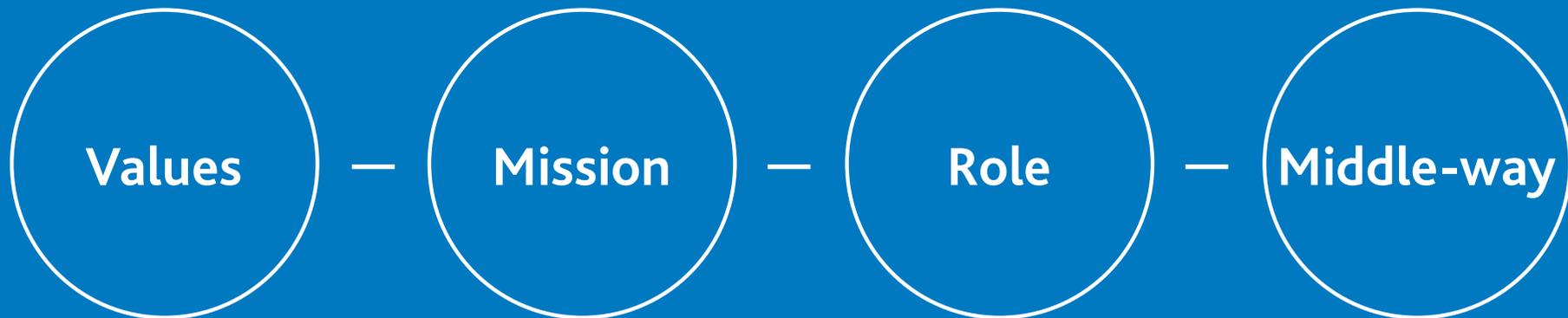
The 'Volunteering Outcomes Framework' launched in 2019 provides clear guidance on the contribution of volunteering, the opportunities to improve impact and the case for change. Its five outcomes are aligned to both the National Performance Framework and the UN Sustainable Development Goals. Building upon the Scottish Government's co-designed approach Volunteer Scotland has developed this three year Playbook to be complementary to, and supportive of, the goals and aspirations outlined in the 'Volunteering Outcomes Framework'. As the national body for volunteering this document is also a shared plan; emphasises shared and collaborative action with the role of key partners clearly identified. It is only through effective collaborative action that the aspirations

and outcomes of the Framework will be realised. Volunteer Scotland understands the complexity of achieving a shift in volunteer participation, growth and inclusion. The challenge is no less than system change and our 'Playbook' breaks things down to a pragmatic level with collaboration and learning essential to making a difference.

Volunteering has a significant role to play in improving the health and wellbeing of Scotland's population. Current levels of volunteer participation provide a foundation for further growth and inclusion. The greatest untapped resource available is the latent human potential and talent within our people, which can be realised through volunteering.

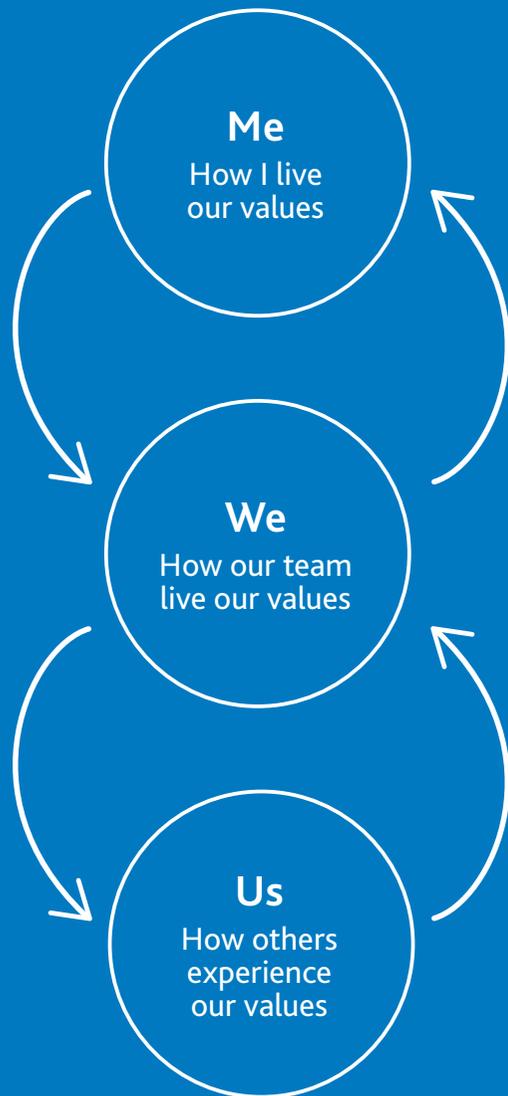
About us

What are we all about?



Volunteer Scotland's values

Our values help us take a shared responsibility for our individual, team, and organisational conduct and work. We aim to bring our values to life as follows:



Volunteering values

The principles of volunteering are that volunteer activity of any kind is undertaken with free will, is not for payment, and sees community benefits.

The values underpinning volunteering are expressed in the Volunteer Scotland/STUC Volunteer Charter:

- Recognising people as assets – not a commodity
- Building on people's skills and experience
- Promoting reciprocity, mutual respect and trust
- Building and supporting strong social networks

The characteristics of volunteering (as defined by the United Nations) are;

- Mutual support/self-organising - where we meet our shared needs together in associational life.
- Formal service- normally through 3rd parties with agreed roles and responsibilities and management arrangements.
- Civic participation and campaigning - such as youth forums, political movements and public service decision-making.

Our mission

More people volunteering: enjoyably, safely and regularly

Volunteer Scotland believes that volunteering should be an enjoyable, rewarding and fulfilling experience for the volunteer; that volunteers have the right to be safe and protected in delivering their volunteering roles; and that to optimise health and wellbeing benefits from volunteering requires regular and meaningful contributions of time.

Our mission is fully aligned with the 'Volunteering for All' vision statement and adds a safety dimension. Volunteering can be undertaken safely, in part, through the work of our Disclosure Services Team providing assurance, safeguards and compliance services. Their work has been fully integrated into the Plan.

Our role

Volunteer Scotland has 3 key roles in the delivery of our Plan:



Voice and advocacy

Our research seeks first to understand the motivations, experiences, expectations and issues for volunteers and non-volunteers alike. This work (often with others) has bestowed on us a unique position as the 'voice of volunteers' in Scotland. Our voice on issues such as health inequality and inclusion highlight important policy implications, and also outlines the future challenges for volunteering stakeholders.

Our focus on 'hard evidence' allows us to articulate the type of change required and to influence and collaborate with national and local policy makers and stakeholders in an informed way on solutions.

Leadership and facilitation

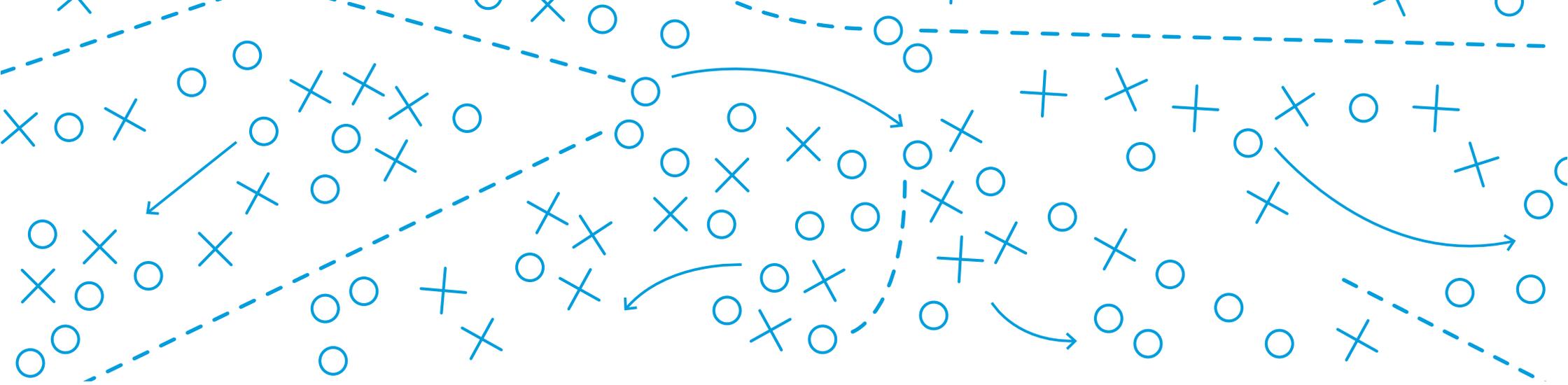
The focus of this work over the next 3 years is around building on the implicit acknowledgement of the need for change to one that delivers collaborative action against the national framework. This will require us to work closely with our partners to develop innovative solutions, and to involve citizens and volunteers as key 'through stakeholder groups' to help inform new practices and initiatives.

This work with stakeholders and partners will help us to identify the elements of a 'shared agenda' which we will lead and help deliver.

Support and delivery

We will provide a suite of support to volunteer engagers including training, events, networking, management accreditation, practice guidelines and recruitment tools including celebratory recognition about the value of volunteering. We also provide support for volunteers, to understand the breadth of volunteering, the benefits of getting involved and to help them find an opportunity.

Our support for volunteers and volunteer engagers will be based on the delivery of a high quality suite of support services with the collaboration and support of our partners.



The 'middle-way' for change

Over our 34-year history we have built a large stakeholder interest and range of networks. We have a passion for volunteering and the many contributors that make it possible. Whilst we know that volunteering must be more inclusive this also means we should value and affirm the immense qualities and outcomes of those that are volunteering now. We continue to serve the volunteer involving organisations and volunteer managers who use our services.

However, we recognise that the current system for volunteering is challenging and that radical change is needed, with an emphasis on new approaches and mindsets. We must all face up to the challenge of growing volunteering whilst addressing related issues of health inequality,

inclusion and community building. Finding new solutions and practices will involve building new networks and relationships as well as working more effectively with our existing networks – for example, our emerging work with TSIs and volunteer centres around local evidence in a new TSI framework context and positive environment for strategic engagement with SCVO, ACOSVO and OSCR aligned with the Volunteering Framework.

The 'middle-way' is also an approach that helps us to balance our national role with focused interventions that aim for growth and inclusion, commensurate with the resources we have. Our alignment with the Volunteering Framework has energised a portfolio that maximises shared outcomes.

Our 'campaign' approach is visible through our work in Stirling (Local Authority area based) with Our Place in Time (heritage based/Scotland-wide), Scottish badminton (sports based /Scotland-wide), and with the Volunteer Charter (cross-sector /Scotland-wide). These focused campaigns provide the platform for sharing learning for growth in volunteer participation and inclusion in the wider picture. The object for us, at all times, is the relevance and contribution of these campaigns to volunteering nationally.

So, the 'middle-way' for Volunteer Scotland is based on a more efficient use of time and energy to sustain and fully support our existing customers whilst we tackle the emerging agenda of system change.

Making a difference

**Aligned
outcomes**

—

**Logic
model for
change**

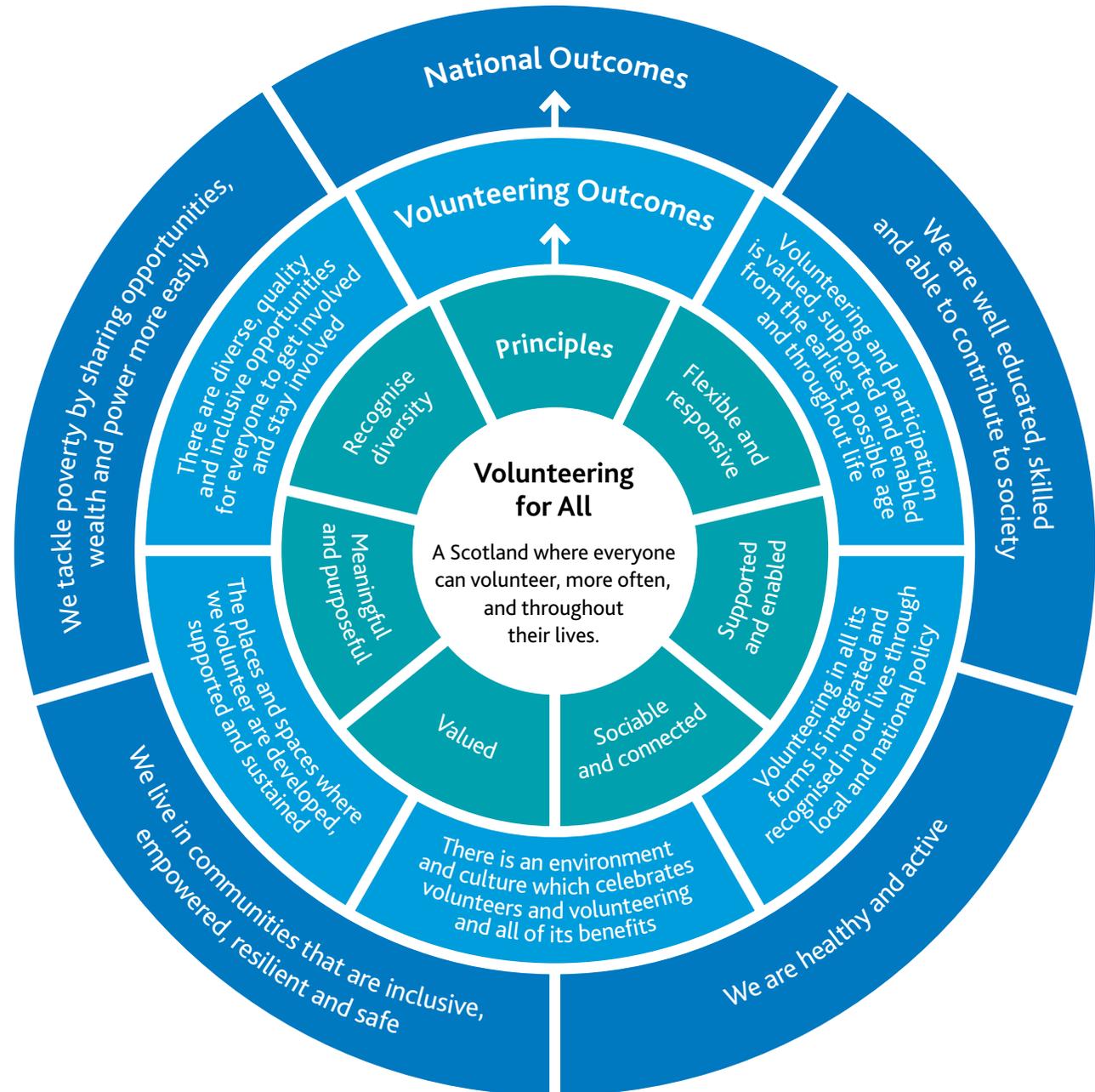
Aligned outcomes

Our high-level logic model diagram on the following page illustrates the fit between our role, planned activities, outputs and outcomes. Our contribution and performance during 2019 – 2022 will be assessed by the extent to which we deliver our four outcomes.

Our detailed work plan adopts the same logic model format with clear linkages from our activities/outputs to both Volunteer Scotland's outcomes and those of the 'Volunteering for All' Framework as illustrated here.

Other key points:

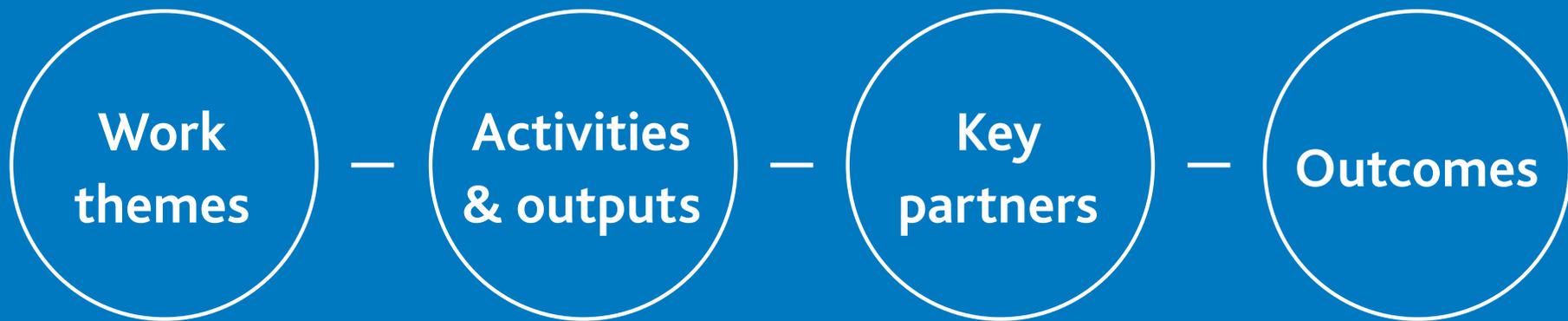
- Key partners relevant to the delivery of our work are identified.
- A broad timeline for completion is given for each of the financial years relevant to the plan: 2019/20, 2020/21 and 2021/22.
- The contribution of the Volunteer Scotland Disclosure Services (VSDS) team has also been integrated into the Playbook as their work is an integral part of Volunteer Scotland.



Logic model for change



'The play'



Voice and advocacy

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Influencing policy	Evidence to inform policy – using research and evaluation evidence to help inform Scottish Government policy.	Scottish Government: • Third Sector Team • SHS team • Policy teams (as appropriate)	• Leadership • Collaboration				♥		Ongoing
	Policy consultations - Volunteer Scotland will respond to all consultations that influence volunteering policy and practice.	Scottish Government Scottish Parliament	• Leadership • Collaboration				♥		Ongoing
Campaigns and events	National campaigns - Create marketing partnerships to run two nationally focused campaigns (one is Volunteers Week Scotland); and support 2 local or national focused campaigns.	SVF TSIs/VCS Other partners tbc	• Inclusion • Leadership • Collaboration • Practice	♥	♥	♥		♥	2019/20 2020/21 2021/22
	Volunteers' Week - Lead a national campaign to create awareness of volunteering and to recognise the contribution that volunteers make to society.	Volunteers' Week Partner Group, SVF UKVF	• Inclusion • Leadership • Collaboration • Practice	♥	♥	♥		♥	2019/20 2020/21 2021/22
'Shared Voice' with key partners	Volunteer Charter - The application and ongoing development of the Charter.	STUC, IS, TSIs/VCS, SFA, Sports Scotland, Glasgow Life, Visit Scotland	• Inclusion • Leadership • Practice		♥		♥	♥	Ongoing
	CBI & FSB Employer Support – Using the Volunteer Charter, Volunteer Scotland in partnership with STUC will work with CBI Scotland and the FSB to engage employers and help change the current paradigm.	CBI, Federation of Small Businesses, STUC, with opportunity for others e.g. Project Scotland	• Leadership • Collaboration • Practice			♥		♥	2019/20

Voice and advocacy

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
'Shared Voice' with key partners	STUC - The work will focus on how best we can utilise the skills and experience of trade union representatives to support community capacity and resilience.	STUC UNITE/Relevant Unions	• Leadership • Collaboration • Practice	♥		♥		♥	2019/20
	Improvement Service MOU - Volunteer Scotland and the Improvement Service will work together to modernise Scottish public services, and the role that volunteering can play in service redesign.	Improvement Service and networks	• Leadership • Collaboration			♥	♥	♥	2019/20
	Elected Representatives - Local Governance Review Volunteer Scotland will engage with the Review. Our partners have been co-designing a new intervention and opening up new possibilities for Volunteer Scotland to network and influence.	Scottish Government COSLA Improvement Service University of Edinburgh	• Leadership • Collaboration • Practice	♥		♥	♥	♥	2019/20
Research – knowledge exchange	Thought leadership – Volunteer Scotland will issue high quality research outputs to inform the Scottish Government and stakeholders.	Scottish Government SVF CPG Academic partners	• Inclusion • Leadership • Collaboration	♥	♥		♥	♥	2019/20 2020/21 2021/22
Learning and practice	Volunteer and staff voice – Volunteer Scotland will analyse M&E evidence from current programmes and face-to-face interviews with service users – Volunteer Friendly, Investing in Volunteers and Volunteer Scotland training – to track emerging themes/issues and to help inform the future development of these key programmes and services.	Volunteer friendly partners (incl. Volunteer Dundee and IiV partners)	• Leadership • Collaboration • Practice	♥				♥	Ongoing
	Volunteers' writing training - Volunteer Scotland will create a sub-group from the National Volunteering Inclusion Group to explore current needs for support and guidance around volunteer management.	Sub-Group of National Volunteering Inclusion Group, Project Scotland and other youth organisations	• Leadership • Collaboration • Practice	♥				♥	2019/20



Leadership and facilitation

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
			Inclusion	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
			Leadership						
			Collaboration						
			Practice						
Major programmes of national significance	<p>Stirling Project – its aim is to achieve a new collaborative approach to volunteering across the key partners in Stirling and Scotland. Key elements include:</p> <ul style="list-style-type: none"> • Festival of Volunteering • The National Conference on Volunteering 2020 	Stirling Council, SVE, University of Stirling, Active Stirling, Stirling City Radio, Charity Hub partners, Go Forth Business partnership, HES/Engine Shed, Robertson Trust	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 		♥	♥		♥	2019/20 2020/21 2021/22
	<p>CommUnity Bubble Network – a network ‘blue-print’ will be created from this innovative pilot project which aims to stimulate community-led engagement in volunteering through:</p> <ul style="list-style-type: none"> • Volunteering Events • Community building • ‘Bubbletalks’- dialogues about volunteering matters • A CommUnity Bubble Network of people and places with a package of resources, support and guidance • Team Kinetic software for community building 	(See comprehensive list of partners in the detailed work plan)	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	2019/20 2020/21 2021/22
	<p>Our Place in Time (OPiT) – volunteering in Scotland’s historic environment sector – as a national sector exemplar.</p> <p>Scotland-wide collaboration campaign aligned to ‘Volunteering for All’ with key goals to increase volunteer participation and inclusion in the heritage sector.</p>	SHEF, OPiT joint CEOs, SHEF volunteer working group (includes major heritage sector orgs), Make Your Mark Campaign Group, HVOS, HES, Engine Shed	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	2019/20



Leadership and facilitation

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			<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Major programmes of national significance	Scottish Badminton – Scottish badminton aims to become a mass participative sport and provides a unique collaborative opportunity for Volunteer Scotland to support volunteer growth and inclusion in a sports theme and throughout Scotland.	Scottish Badminton Union, Sports Scotland, Kinetic	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	2019/20 2020/21 2021/22
Communication and knowledge exchange	'Evidence Expos' - Providing the secretariat for the CPG on Volunteering; raising awareness of Volunteering across Scotland.	(See comprehensive list of partners in the detailed work plan)	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	2019/20 2020/21 2021/22
	SVF - Working collaboratively with members of the Scottish Volunteering Forum to assist in the delivery of the Volunteering Outcomes Framework 'Volunteering for all'.	Members of SVF	<ul style="list-style-type: none"> Leadership Collaboration 	♥	♥	♥	♥	♥	Ongoing
	Cross Party Group on Volunteering – Providing the secretariat for the CPG on Volunteering; raising awareness of Volunteering across Scotland.	CPG Members	<ul style="list-style-type: none"> Leadership Collaboration 	♥	♥	♥	♥	♥	Ongoing
	Scotland-wide Networking and Group Participation - Our networking will be aligned with the Volunteering Outcomes Framework and judgement about involvement will be based on maximising the contribution and leadership influence for the 'Volunteering For All' outcomes. UK and International Influence – UKVF, IIV, QAVS, CEV, EVC - Padua and Kosice, Erasmus project on language for inclusion.	SCVO and networks, ACOSVO, COSLA Improvement Service, FSB/CBI,OSCR, Scottish Leaders Forum, TSIs, OPIT joint CEOs, Adult learning Strategic Forum- Scottish Government	<ul style="list-style-type: none"> Leadership Collaboration 	♥	♥	♥	♥	♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
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			<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Communication and knowledge exchange	Common Hub (shared outcomes governance) - Implementing Volunteer Scotland's vision for the Stirling Charity-Sector Hub.	The Robertson Trust Paths for All, Dyslexia Scotland, Aberlour, SVE, Barnardos Scotland, Enable, Heritage Trust, OSCR ACOSVO/Governance Forum	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥			♥	♥	Ongoing
Research - themed topics	Contribution of volunteering to Scotland's health and wellbeing - Leadership of SVF Sub-Group to publish report and supporting 'Influencer' and 'Practitioner' Guides.	SVF Sub-Group on Health and Wellbeing	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	2019/20
	Young People in Scotland 2019 Survey with Ipsos - Mori – updating the 2014 and 2016 surveys on volunteering engagement by secondary school pupils across Scotland.	Youth Scotland Young Scot YouthLink Scotland Project Scotland	<ul style="list-style-type: none"> Inclusion Collaboration Practice 	♥			♥	♥	2019/20 2020/21
	Volunteering and Scotland's Historic Environment – research study based on secondary data to complement the 2016 Volunteer Scotland study.	HES Key sector bodies	<ul style="list-style-type: none"> Inclusion Practice 	♥	♥	♥		♥	2019/20 2020/21
	Volunteering Support Fund (VSF) – working with the Scottish Government and IFP to ensure the learning from the 127 beneficiary organisations is captured.	Scottish Government, Impact Funding Partners (IFP)	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥			♥	♥	2019/20 2020/21 2021/22
	PhD research – research on the relationship between associational life and volunteering in local communities.	University of Strathclyde	<ul style="list-style-type: none"> Inclusion Collaboration Practice 	♥		♥		♥	2019/20 2020/21 2021/22



Leadership and facilitation

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			<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Learning and practice	Sharing our Delivery - Volunteer Scotland will explore Scotland-wide training providers to develop an agreed franchise model for volunteer training, to train others to deliver our volunteer training.	Training Providers	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥				♥	2019/20
	Duty of care and expectations in volunteering - Volunteer Scotland and VSDS will create a working group comprising invited experts from the third sector, volunteering and Health & Safety to develop Duty of Care Guidance for all volunteer programmes/activities.	Duty of Care Working Group	<ul style="list-style-type: none"> Leadership Collaboration Practice 					♥	2019/20
	OU Learning Partnership - Working with the OU we will support learning around volunteer practice throughout the sector via our digital champion role.	Open University National, Volunteering Inclusion Group	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥				♥	2019/20 2020/21
	Disrupter Dialogue Events - We will hold several events that bring together individuals to challenge the current status quo around volunteering:	Invited individuals	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Ongoing
	National Volunteering Inclusion Group – the Group will develop learning materials to share with others that will support inclusive volunteering and growth. They will also move into an advocacy role.	National Volunteering Inclusion Group, Project Scotland and other youth organisations as appropriate	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥				♥	2019/20 2020/21



Leadership and facilitation

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Learning and practice	Volunteer Quality Pipeline (see key partners) – An overarching review of the 'Volunteer Quality Pipeline' in Scotland including liV, Volunteer Friendly and Quality Scotland.	Volunteer Charter, Volunteer Friendly, liV, liVE, Project Scotland and other youth organisations as appropriate	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Ongoing
	New delivery partnerships and models - We will work with key subject experts to adapt their materials to support volunteer good practice e.g. Volunteering and the Law (Law at Work), creating mentally healthy workplaces (Healthy Working Lives).	Law at Work, Healthy Working Lives Scotland	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥	♥	♥	♥	♥	2019/20 2020/21
	Redefining good volunteer practice - Working with TSIs, liV & Volunteer Friendly we will facilitate a process to work in collaboration to redefine and agree what volunteer good practice is.	TSIs liV Volunteer Friendly	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥	♥	♥	♥	♥	2019/20 2020/21
Volunteer Scotland Disclosure Services (VSDS)	Disclosure Scotland Bill consultation - VSDS Training and Compliance Team working with DS Customer Engagement Team on delivery and discussion of Bill updates to service users.	Disclosure Scotland	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥			♥	♥	2019/20
	Facilitation of good practice forum - Working with partners to better estimate the growth in volunteering opportunities through inclusion activity.	VSDS Partners	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥				♥	Ongoing
	TSI Network - Working with TSI Network to increase awareness of VSDS service in small group network and minority areas where visibility is lower.	TSIs	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥				♥	Ongoing

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Research - Scottish Household Survey (SHS)	Analysis of volunteering trends: time series analysis 2007 – 2018 (updating the 2007-2017 analysis).	Scottish Government	• Inclusion • Collaboration • Practice	♥				♥	2019/20 2020/21
	Cross-sectional analysis of volunteering data with other fields in the SHS 2016 (e.g. sport/exercise, culture, health and wellbeing, community engagement). Repeated for SHS 2018 data.	Scottish Government	• Inclusion • Collaboration • Practice	♥		♥	♥	♥	2019/20 2020/21
	Informal volunteering data 2018 – analysis of the first set of SHS data on informal volunteering in conjunction with the SG – released Sept 2019.	Scottish Government	• Inclusion • Collaboration • Practice	♥			♥	♥	2019/20 2020/21 2021/22
	Local authority analysis 2016 – analysis of 4-year average data.	Scottish Government TSIs Local authorities	• Inclusion • Collaboration • Practice	♥		♥		♥	2019/20 2020/21
Research - quantitative datasets	'Time Well Spent' – analysis of Scottish data (877 responses).	NCVO	• Inclusion • Collaboration • Practice	♥				♥	2019/20
	NHS Greater Glasgow and Clyde – Triennial Health and Wellbeing survey 2017/18: cross-sectional analysis.	NHS Greater Glasgow & Clyde GCPH Volunteer Glasgow	• Inclusion • Collaboration • Practice	♥		♥		♥	2019/20
	'Understanding Society' longitudinal dataset – analysis of the volunteering questions by Cardiff University – comparing Scotland with England and Wales.	University of Cardiff	• Inclusion • Collaboration • Practice	♥				♥	2019/20
	OSCR Stakeholder Survey 2020 – analysis of the biennial survey to highlight volunteering questions on issues such as recruitment, trustees, etc.	OSCR	• Collaboration • Practice					♥	2020/21



Support and delivery

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Monitoring and evaluation	Evaluation studies to include: <ul style="list-style-type: none"> • Volunteer Support Fund (Glasgow 2018 European Championships) • Volunteer Support Pot (Solheim Cup, Sept 2019) • OU Open Learn course 'Involving Volunteers' • CommUnity Bubble • Training courses, conferences, events • Stakeholder survey • Staff engagement survey • Evaluation of digital platforms • CPG for Volunteering • Festival of Volunteering 	Wide range of partners, including: GCPH, Event Scotland, IMP Events, Open University, SCVO, Datalab, University of Edinburgh, Oxfam, Stirling partners	<ul style="list-style-type: none"> • Inclusion • Collaboration • Practice 						Timing varies across the three years
Learning and practice	Training - Volunteer Scotland will deliver a full year training programme, create learning materials and develop new ways of engaging learners.	Training partners and associates	• Practice	♥	♥			♥	Ongoing
	Investing in volunteers - liV will support organisations to develop their volunteer programmes in-line with the UK quality standard.	liV associates	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 	♥	♥			♥	Ongoing
	On-line learning - Through the use of Moodle we will create a portfolio of 'learning bites'.	Possible academic partners	• Practice	♥	♥			♥	Ongoing
	Consultancy practice - We will respond to requests for independent consultancy work.	Consultancy clients	• Practice	♥	♥			♥	Ongoing
	Individual information and guidance through our hello@ email enquiry line. Operation of Volunteer Scotland's bespoke information service via our hello@ email function.	N/A	• Practice	♥	♥			♥	Ongoing



Support and delivery

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Learning and practice	Volunteer Support Pot - Deliver the Volunteer Support Pot as a developed service to contribute to an inclusive, consistent and fair funding model to help meet volunteer costs.	VSP partners – SFA, UEFA, Glasgow Life, Solheim Cup, JRF, SVE, Stirling Council, Active Stirling, Visit Scotland, Sports Scotland	• Practice	♥	♥	♥	♥	♥	2019/20
Volunteer Scotland Disclosure Services (VSDS)	Duty of Care focus groups – exploring compliance issues for smaller groups (including community groups); to deliver a greater awareness of safeguarding which is proportionate to the risks.	Duty of Care Focus Group participants (TBC)	• Inclusion • Leadership • Collaboration • Practice	♥				♥	Ongoing
	Application Processing: • VSDS supporting 2,500-3,500 enrolled organisations per annum • PVG applications for 19/20 – 21/22 c. 60,000 p.a. • Processing SLA - 90% within 9 working days	Disclosure Scotland, VSDS clients	• Inclusion • Practice	♥				♥	Ongoing
	Support to organisations - Training and Compliance Team to deliver 100 support visits per annum over 3-year period in addition to minimum 35 internal and external Training programmes each year.	Disclosure Scotland, VSDS clients	• Inclusion • Practice	♥				♥	Ongoing

Support and delivery

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Communications and digital initiatives	Improved digital engagement with visitors to 'volunteer opportunity' site. To develop with partners (one or more) online solutions to facilitate more effective online matching of volunteer opportunities to the interests of volunteers, measurable through analytics.	Datalab SCVO Univ of Stirling	• Inclusion • Leadership • Collaboration	♥				♥	19/20 20/21
	Oxchain Project - We are a partner in the Oxchain project to create a new type of blockchain co-designed and tested within volunteering.	Datalab University of Edinburgh	• Leadership • Collaboration					♥	19/20 20/21
	Digital communications - Regular creation of fresh 'volunteer-focused', 'practice-based', 'research-themed' content for the website, social media and email newsletters.	N/A	• Inclusion • Leadership • Collaboration • Practice	♥	♥	♥	♥	♥	Ongoing
	Volunteering Zone - To mainstream and support a new Volunteering Zone replacement solution via SCVO.	SCVO TSIs	• Leadership • Collaboration					♥	19/20
	New Volunteer Search Platform - Work with SCVO to simplify the opportunity search infrastructure and provide an improved interface that draws exclusively on Milo data.	SCVO	• Leadership • Collaboration					♥	2019/20 2020/21

✓ Governance and accountability

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
Living the values	<p>Values and behaviours – Ensure retention of Investors in People Gold Award achieved in December 2018.</p> <p>Healthy Working Lives – implementation of HWL 2019 action plan and preparation of 2020 action plan.</p>	Investors in People, Healthy Working Lives Scotland	<ul style="list-style-type: none"> Leadership Collaboration 	♥				♥	19/20 20/21
Governance	Supporting our Board provide the strategic challenge and direction required to drive through our business transformation process and the effective delivery of our Work Programme.	Board members, Shared governance partners	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥		♥		♥	Ongoing
Finance and risk	<p>Financial management</p> <ul style="list-style-type: none"> Board’s Audit and Scrutiny Committee – financial scrutiny and risk management Preparation of Statutory Accounts Production of management accounts Monthly control reconciliations of all balance sheet nominal accounts <p>Risk management</p> <ul style="list-style-type: none"> Data Protection – compliance with GDPR 	Audit & Scrutiny Committee, External Audit, Law at Work, Information Commissioner’s Office	<ul style="list-style-type: none"> Leadership 						Ongoing
People	Employee engagement - Annual employee survey is scheduled to take place late 2020.	N/A	N/A						Once per year

✓ Governance and accountability

Subject (work theme)	Activities and outputs	Key partners	Our outcomes	National volunteering outcomes					Financial year
				Inclusion	Celebration	Community	Policy	Participation	
			Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	2019/20 2020/21 2021/22
IT systems and staff	Management and development of IT systems: <ul style="list-style-type: none"> • Manage internal helpdesk requests • Maintain external help desk • Maintain VZone help desk • Deploy 'limited' SharePoint using Office 365 • Reorganise file-share • Data Protection compliance • Cyber Essentials compliance • Provide dedicated websites • Deactivate VZone and old search APIs 	N/A	N/A						Ongoing
Building management	Jubilee House: efficient management of room hire and occupancy agreements for all available space at Jubilee House.	Current tenants: ACTS, Zero Waste Scotland, Greenspace Scotland, Bruce Tait Associates	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 						Ongoing

Annex

List of acronyms

ACOSVO	Association of Chief Officers of Scottish Voluntary Organisations	NCVO	National Council of Voluntary Organisations
ACVO	TSI for Aberdeen City	NPF	National Performance Framework
AGM	Annual General Meeting	OPiT	Our Place in Time
CBI	Confederation of British Industry	OSCR	Office of the Scottish Regulator
CEV	Centre of European Volunteering	OU	Open University
COSLA	Convention of Scottish Local Authorities	PSYV	Police Scotland Youth Volunteers
CPG	Cross-Party Group	QAVS	Queen's Award for Voluntary Service
ESV	Employer Supported Volunteering	SCVO	Scottish Council for Voluntary Organisations
EVC	European Volunteering Capital	SFA	Scottish Football Association
FSB	Federation of Small Businesses	SG	Scottish Government
GCPH	Glasgow Centre for Population & Health	SHEF	Scottish Historic Environment Forum
GCU	Glasgow Caledonian University	SHS	Scottish Household Survey
GDPR	General Data Protection Regulation	SLA	Service Level Agreement
HES	Historic Environment Scotland	SUP	Scotland's Urban Past
HVOS	Heritage Volunteer Organisers Scotland	STUC	Scottish Trades Union Congress
IFP	Impact Funding Partners	SVE	Stirlingshire Voluntary Enterprise
IIP	Investors in People	SVF	Scottish Volunteering Forum
iV	Investing in Volunteers	TSI	Third Sector Interface
iVE	Investing in Volunteers for Employers	UKVF	UK Volunteering Forum
IPR	Intellectual Property Rights	VF	Volunteer Friendly
IS	Improvement Service	VIO	Volunteer Involving Organisation
LA	Local Authority	VSDS	Volunteer Scotland Disclosure Services
MVA	My Volunteer Account	VSF	Volunteering Support Fund

