

Volunteer
Scotland



VOLUNTEERING FOR ALL

OUR PLAYBOOK | 2020 – 2021

Mission

Strategy

Tactics



Introduction

'Volunteering for All' is the vision of the 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 embrace a shared ownership in bringing this goal to life. Now we must meet this challenge within the context of the COVID-19 crisis. This makes it all the more important to have clarity on our volunteering outcomes and how they will be delivered to maximise the positive impact that Volunteer Scotland can make in collaboration with others.

We have extracted 2020-2021 activities from the 3-year 'Playbook' to identify what we agreed we would do within 2020-2021 and what requires to be removed or added in relation to the new objective set out by Scottish Government: 'Support the government and communities in responding to Covid-19, as required'.

We will work collaboratively to get things done. Our passion for achieving a more inclusive 'volunteering' Scotland is even stronger as a result of the COVID-19 crisis due to its impact on people's health and wellbeing and the wider social and economic impacts during lockdown

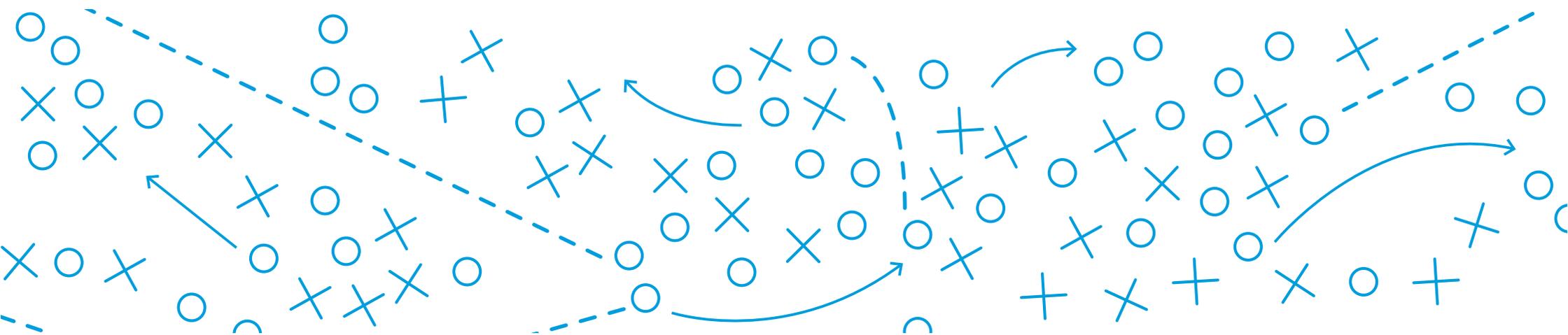
and the recovery period. We are driven by the need for the engagement of those who are disadvantaged and excluded in society – who typically have low volunteering participation, but who often have the most to gain through volunteering.

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

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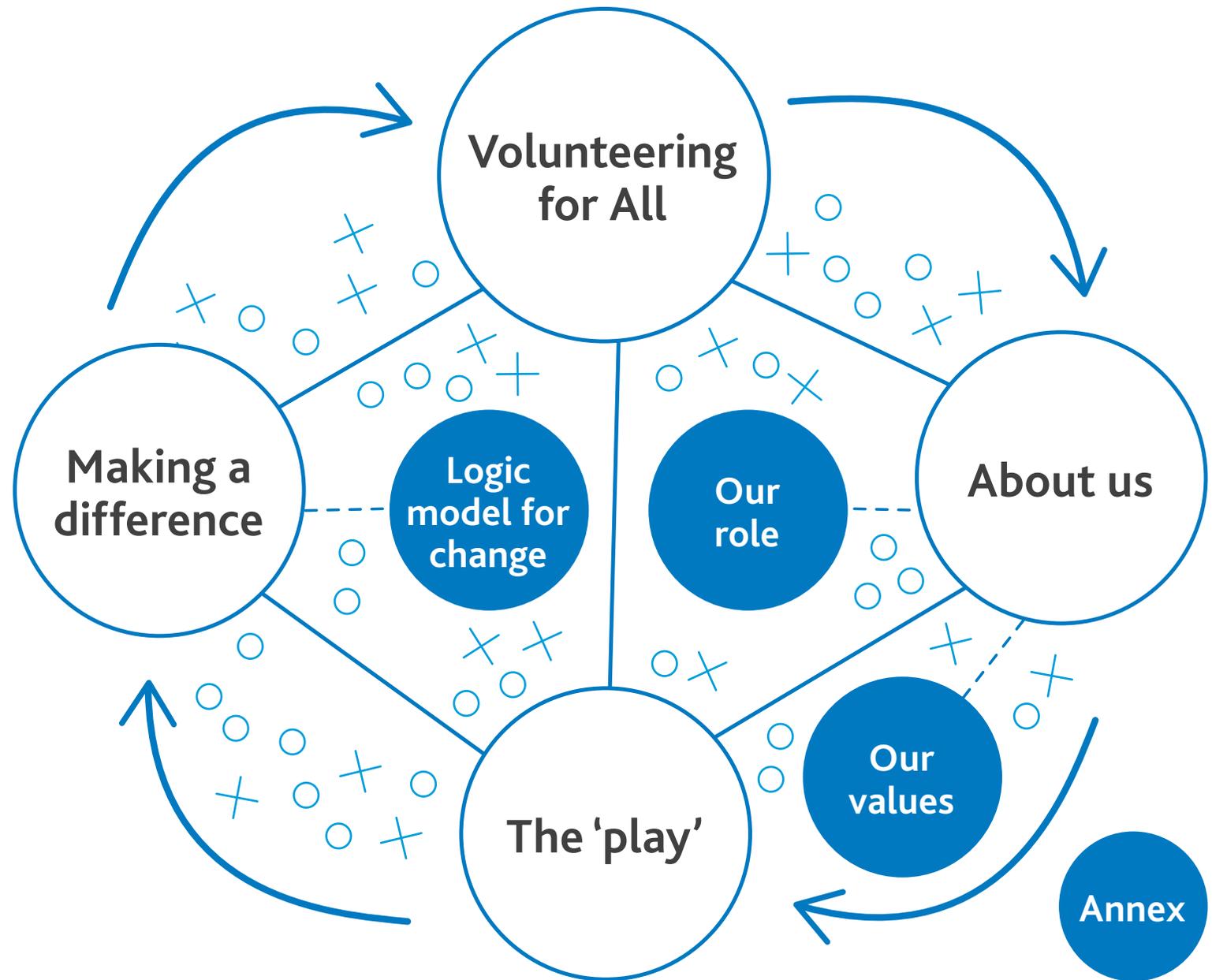
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Click on the contents page or the diagram to find out more about our 'Play' and the 'Volunteering for All' campaign.





‘Volunteering for All’

The challenge and change agenda

Government's role and our shared priorities

Delivery of the Volunteering for All Framework

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. In particular, the COVID-19 crisis has highlighted the importance of 'living in communities that are inclusive, empowered, resilient and safe'.

Building upon the Scottish Government's co-designed approach Volunteer Scotland has developed its 3 year Plan to be complementary to, and supportive of, the goals and aspirations outlined in the Framework. As the national body for volunteering this document is also a Shared Plan. It 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. Indicators of success will be the extent to which the Christie Commission principles have been realised: empowered individuals and communities; integrated service provision; prevention of negative outcomes and improved efficiency and reduced duplication.

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.

Addressing the challenges of COVID-19

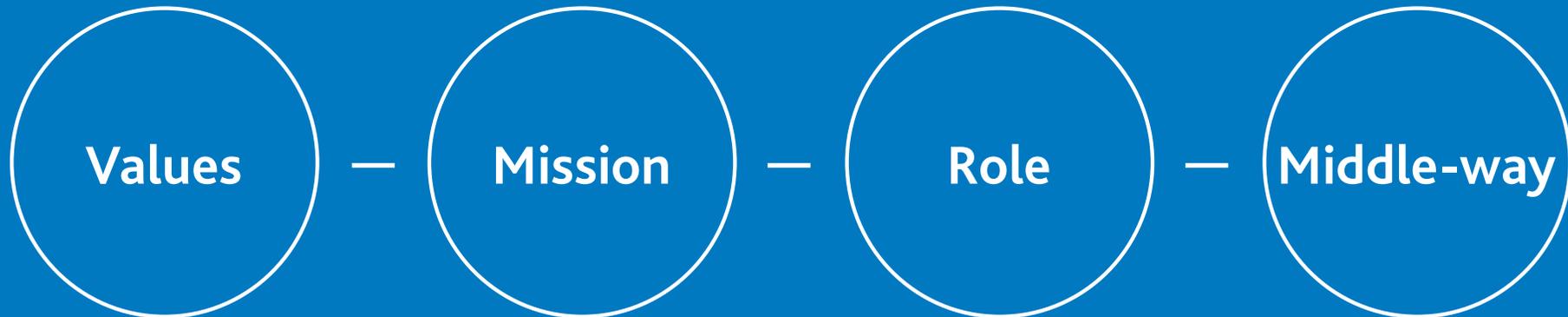
In response to the COVID-19 crisis Volunteer Scotland has had to re-direct its Work Programme for 2020-21 to help address and mitigate the challenges facing society. Central to our work is close collaboration with the Scottish Government in helping to support the following areas:

- Providing the volunteering 'voice' in the work of the Scottish Government's Leadership Group for the voluntary sector
- Supporting the Scottish Government's Communications Team
- Administering the development and delivery of the 'Scotland Cares' volunteer recruitment programme
- Working closely with the Scottish Government's research team to share research and intelligence, and collaborate on joint research work where appropriate
- Helping to improve the sharing of intelligence between the TSIs and national decision-makers
- Understanding the contribution of volunteering towards the '4 Capitals' and the recommendations from the Advisory Group on Economic Recovery

More importantly than ever volunteering has a major role to play in improving the health and wellbeing of Scotland's population. The upsurge in informal volunteering and mutual aid provide a new-found stimulus for further growth and inclusion. As the volunteering response to the COVID-19 crisis has demonstrated the greatest untapped resource available for wellbeing is the latent human potential and talent within our people.

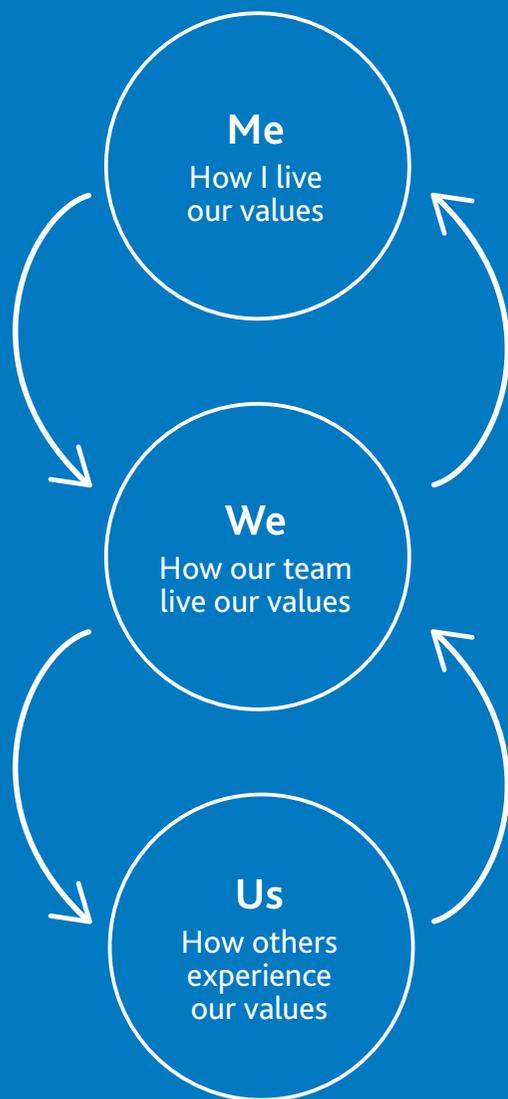
About us

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 is for the benefit of people, communities or the environment.

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 organisational 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

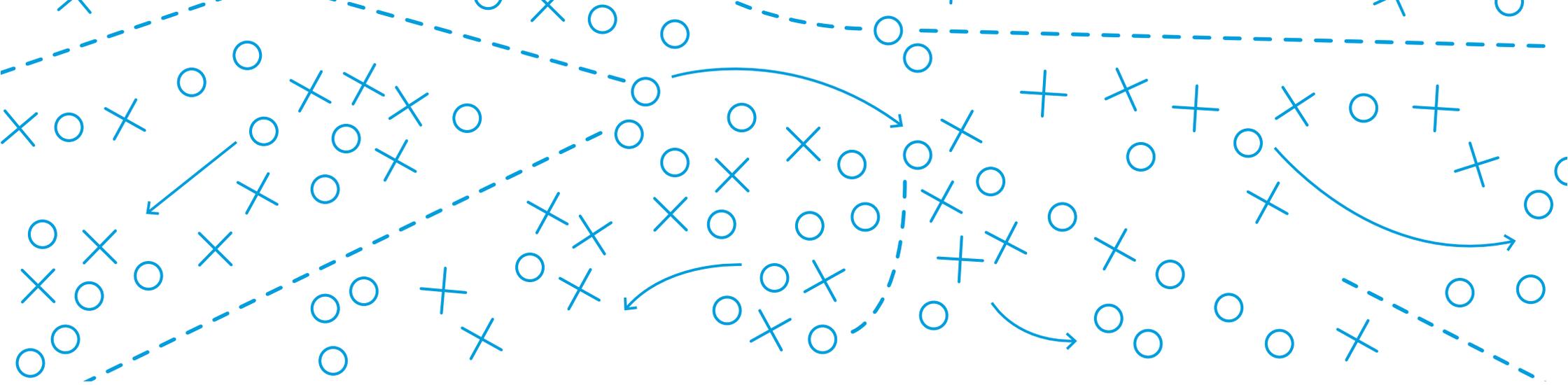
The focus of this work over the next 3 years is around building on the implicit acknowledgement of the need for change to one that delivers collaborative action against the national framework. This will require us to work closely with our partners to develop innovative solutions, and to involve citizens and volunteers '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 35-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 the 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**

Our Role	Our Outcomes	Aligned with 'Volunteering for All' outcomes
Voice and advocacy	<p>Inclusion</p> <p>More excluded groups are volunteering in mutually supportive communities</p> <p>Leadership</p> <p>Effective leadership for innovation and volunteering change</p>	<p>Inclusion</p> <p>There are diverse, quality and inclusive opportunities for everyone to get involved and stay involved</p> <p>Celebration</p> <p>There is an environment and culture which celebrates volunteers and volunteering and all of its benefits</p>
Leadership and facilitation	<p>Collaboration</p> <p>Key partners across all sectors are better supported and facilitated for volunteering growth and inclusion</p>	<p>Community</p> <p>The places and spaces where we volunteer are developed, supported and sustained</p> <p>Policy</p> <p>Volunteering in all of its forms is integrated and recognised in our lives through local and national policy</p>
Support and delivery	<p>Practice</p> <p>International, national, local, and community volunteer engagers are more effective in their volunteer engagement</p>	<p>Participation</p> <p>Volunteering and participation is valued, supported and enabled from the earliest possible age and throughout life</p>

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 2020 – 2021 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 in the diagram overleaf.

Other key points:

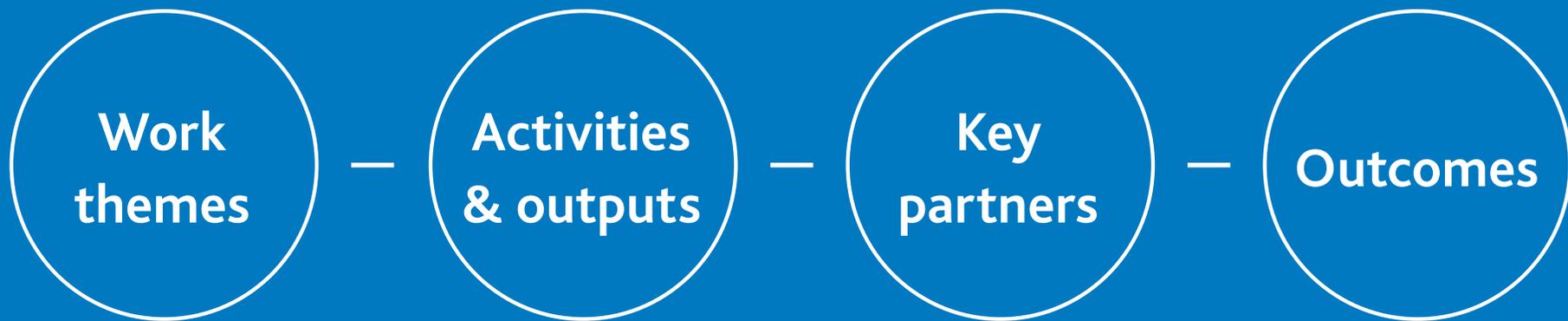
- Key partners relevant to the delivery of our work are identified.
- A timeline for completion for each of the quarters in the financial year 2020-21 is given.
- The linkages between Volunteer Scotland's activity and its outcomes and the 'Volunteering for All' outcomes are identified.

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	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Influencing policy	<p>Evidence to inform policy – using research and evaluation evidence to help inform Scottish Government policy. This should include evidence relating to COVID-19 – see below.</p> <p>COVID-19 response - VS has opened up a number of new SG connections and we will contribute our research and insight to inform Government policy on Scotland's response to COVID-19 including:</p> <ul style="list-style-type: none"> • Managing volunteer supply to meet societal needs – lessons learned from 'Scotland Cares' • Community engagement e.g. mutual aid response • Community resilience – what has worked well, lessons learned and how best to support resilience going forward • Increasing inclusion and diversity in volunteering • The implications of COVID-19 for formal volunteering during recovery and post-recovery. 	At least 4 evidence briefings to the Scottish Government, including COVID-19 evidence	Scottish Government: <ul style="list-style-type: none"> • Third Sector Team • SHS team • Policy teams (as appropriate) 	<ul style="list-style-type: none"> • Leadership • Collaboration 						Ongoing
	<p>Policy consultations - Volunteer Scotland will respond to all consultations that influence volunteering policy and practice. The output will usually be an integrated consultation response representing the views of VS and our partners (typically 1 or 2 responses p.a.)</p>	Consultation responses (the number will be dependent on SG – typically this is 1 or 2 p.a.)	Scottish Government Scottish Parliament	<ul style="list-style-type: none"> • Leadership • Collaboration 						Ongoing

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Campaigns and events	<p>National campaigns - Develop National Volunteers' Week campaign for 2021 in collaboration with relevant partners.</p> <p>TSI Scotland Network – Sustain existing partners in mutually identified campaign.</p>	Development of an effective national volunteers' week campaign for 2021 (drawing upon relevant evaluation evidence)	Scottish Government SVF TSIs/VCS Volunteers' Week Partner Group Other partners tbc	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥		♥	Q1–Q4
	<p>COVID-19 – The Volunteers' Week 2020 campaign has been adapted to reflect the amazing response of volunteers to COVID-19. The focus will shift from celebration to recognition, saying thank you to all of Scotland's Volunteers.</p>	Effective delivery of 2020 Volunteers' Week (bespoke to Scotland's COVID-19 response)	Volunteers' Week Partner Group, SVF UKVF Scottish Government	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥		♥	Q1-Q2

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
'Shared Voice' with key partners	<p>Team V – 'Scotland Cares' campaign of volunteer engagement and inclusion - the priorities and outputs (not always specifiable at this stage due to the dynamic COVID-19 response) are to:</p> <ul style="list-style-type: none"> • Develop a team spirit and identity amongst the 35k volunteer sign-ups through Radio V broadcasts, volunteering offers, newsletters, etc. – see below • Facilitate local volunteering opportunities to counteract the large excess supply of volunteers (mainly through the TSIs) • Provide nationally organised volunteering offers to help maintain morale and motivation • Broadcast through Radio V as a key part of the team development, along with weekly newsletters. Increase 'reach' through 4 community radio stations, which includes Glasgow & Aberdeen. • Engage partners such as Rotary Scotland, the Eden Project (Big Lunch), Shelter and Paths for All. • Develop innovative volunteer training such as mental health training with OU support • Innovate in employer led volunteering with Social Good Connect. • Lead research on inclusion and resilience at the community level, including international evidence on good practice <p>Continues on next page ></p>	A Monitoring and Evaluation Plan will be developed to track the rollout, activities and outputs from the range of different workstreams.	SG leaders, LAs and representative groups, TSIs, Community Radio networks in Scotland, Research bodies, Charity partners, Media partners, British Red Cross	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	Q1-Q4

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 						Q1 Q2 Q3 Q4
'Shared Voice' with key partners	Team V – Continued <ul style="list-style-type: none"> Offset financial hardship for those below the Minimum Income Standard through a Volunteer Support Pot. Deliver a joint webinar with SVF on lessons learned. Evidence Expos will be driven by the challenges and opportunities of COVID-19 to volunteering in Scotland. 	Outputs as detailed in the previous page.	Key partners as detailed in the previous page.	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q1-Q4
	Volunteer Charter - The application and ongoing development of the Charter.	Outputs will include: <ul style="list-style-type: none"> No. of downloads of the Volunteer Charter An annual review and, if appropriate, revision to the Charter 	STUC, IS, TSIs/ VCs, SFA, Sports Scotland, Glasgow Life, Visit Scotland	<ul style="list-style-type: none"> Inclusion Leadership Practice 		♥		♥	♥	Ongoing
	CBI & FSB Employer Support for a new 'Employer-led' approach being developed by Social Good Connect & linked to 'Team V' – the 35k volunteer sign-ups.	The output will be effective engagement of 'x' employers with 'y' volunteers from the 35k.	CBI, Federation of Small Businesses, STUC, with opportunity for others e.g. Project Scotland	<ul style="list-style-type: none"> Leadership Collaboration Practice 			♥		♥	Q1-Q4

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 						Q1 Q2 Q3 Q4
'Shared Voice' with key partners	<p>Leveraging STUC's contribution to the community - The work will focus on how best we can utilise the skills and experience of trade union representatives to support community capacity and resilience.</p>	<p>The output will be a 'Shared Voice' paper appraising this opportunity and next steps. It will also include the findings from 'public service reform' and 'transforming third sector leadership' below.</p>	<p>STUC UNITE/Relevant Unions</p>	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥		♥		♥	Q1 – Q4
	<p>Public Service reform (Christie Commission) - Volunteer Scotland and public service leaders will work together to modernise the approach to volunteer engagement, including Team V, in Scottish public services, and the role that volunteering can play in service redesign, and future resilience planning.</p>	<p>The outputs from this work on public service reform will be integrated in the 'Shared Voice' paper described above.</p>	<p>Improvement Service and networks SG SLF ACOSVO SCVO OSCR</p>	<ul style="list-style-type: none"> Leadership Collaboration 			♥	♥	♥	Q2 – Q4
	<p>Transforming 3rd sector leadership in volunteer engagement through an innovative new partnership with ACOSVO and with SCVO and OSCR linkages.</p>	<p>The outputs from this work on 3rd sector leadership will be integrated in the 'Shared Voice' paper described previously.</p>	<p>ACOSVO, SCVO, OSCR, and several charity sector leaders</p>	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥		♥	♥	♥	Q1 – Q4

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Research – knowledge exchange	Thought leadership – Volunteer Scotland will issue high quality research outputs to inform and engage the Scottish Government and stakeholders.	Specific outputs: • YPiS2019 – young people volunteering slide packs • NHSGGC – volunteering and social indicators' slide packs • NCVO – Scottish data from TWS – slide pack	Scottish Government SVF, CPG Young Scot YouthLink Scotland Youth Scotland Project Scotland NHSGGC, GCPH Volunteer Glasgow NHS Scotland, NCVO	• Inclusion • Leadership • Collaboration • Practice	♥	♥	♥	♥	♥	Q3 - Q4
	COVID-19 research - We will undertake research to inform Scotland's volunteering response to COVID-19 – see 'Influencing Policy' above; and 'Research – Themed Topics' in the Leadership and Facilitation section.	• Paper on the impact of COVID-19 on mutual aid • Presentations at mini-expos	Scottish Government SVF & CPG OSCR TSI Network Academic partners	• Inclusion • Leadership • Collaboration • Practice	♥		♥	♥	♥	Q1 – Q4

Voice and advocacy

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Learning and practice	<p>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’s training – to track emerging themes/issues and to help inform the future development of these key programmes and services.</p>	<ul style="list-style-type: none"> Development of tracker system Quarterly reports on trends Evaluations conducted as relevant 	Volunteer friendly partners (incl. Volunteer Dundee) and liV partners	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥		♥		♥	Ongoing
	<p>Support the government and communities in responding to COVID-19</p> <ul style="list-style-type: none"> Volunteer Practice Action Learning Group – it was established to share the learning amongst, and provide support to, volunteer practitioners through COVID-19. Volunteer Mental Health Project – this is a direct volunteering offer to the 35,000 sign-ups as a contribution to the mental health and wellbeing recovery phase. This is a potential legacy project: <ul style="list-style-type: none"> Volunteering contributing to public health activities to raise awareness of mental health and wellbeing; and How mental health and wellbeing can be integrated into good volunteer practice. We will explore other options to see if this group and or volunteering could support other phases of the overall recovery 	<ul style="list-style-type: none"> Volunteer Practice learning group meetings Sharing or good practice Uptake of Mental Health Project: <ul style="list-style-type: none"> Development and implementation of Mental Health training, collating learning from feedback Members of the team who wish to connect with other charities are given the option. 	Scottish Government, Volunteer Practice Action Learning Group, Open University, Public Health Scotland, NHS Education for Scotland (NES), Rotary Scotland, TSIs	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥		♥		♥	Q1 – Q4



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Major programmes of national significance	VFA Delivery Plan – VS will work with SG and partners to help in the development of the Delivery Plan for the 'Volunteering For All' Outcomes Framework.	Participation in workshops, meetings and events as part of the development process. Contributing to and reviewing drafts of the Delivery Plan	SG & relevant partners from VFA Steering Group/ others as appropriate	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q2 – Q4
	Partnership Framework - creation of a partnership framework which acts as a tool for Volunteer Scotland in supporting, influencing and leading within volunteering.	Creation and regular update of framework	All Partners	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q1 – Q4
	Stirling Project 'Stirling's Alive with Volunteering' – its aim is to achieve a new collaborative approach to volunteering across the key partners in Stirling and Scotland. COVID-19 – to comply with the Government Guidelines the national conference has been rescheduled to take place at The Gathering in Feb 2021.	Creation of a national exemplar of a Local Authority seeking to achieve a 50% participation rate and alignment with 'Volunteering for All' outcomes. National Conference ('Volunteering for All' Evidence Expo) on Volunteering	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"> Inclusion Leadership Collaboration Practice 	♥	♥	♥		♥	Q2 – Q4



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
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				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Major programmes of national significance	<p>'Team V' Scotland Cares Campaign sign-ups – the 35,000 provide an opportunity for putting the 'Volunteering for All' framework into direct practice. It can provide an exemplar for volunteering participation that maximises current infrastructure and develops new opportunities and connections. Themes of leadership, inclusion, and innovation will be central to the work. Applying the values of human learning systems (Dr Toby Lowe) will also be key.</p>	<p>There will be a Monitoring and Evaluation Plan for our Team V work. The outputs will be evidenced in the SG 6 and 12-month performance reports.</p>	<p>TSI Scotland Network, mutual aid movement, British Red Cross, LAs, SG, Resilience Hubs</p>	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	Q1 – Q2
	<p>CommUnity Bubble resource will be a key tool in the community building approaches for Team V (which may become Team V Bubble!) and in supporting the recovery, protection and renewal stages and to stimulate community-led engagement in volunteering. The learning from e.g. the Mental Health Volunteer training programme will be applied with the potential for a very strong learning proposition (ACOSVO partner) to Team V.</p> <p>(Note: there will be a high emphasis on safety and the use of the CommUnity Bubble will comply fully with the Government's COVID-19 safety guidance)</p>	<p>Specific outputs:</p> <ul style="list-style-type: none"> • Volunteering Events • 'Bubblertalks'- dialogues about volunteering matters • CommUnity Bubble Network of people and places with a package of resources, support and guidance 	<p>A comprehensive list of partners will be identified during the development of VS's new Partnership Framework (see description above)</p>	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	Q1 – Q4



Leadership and facilitation

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				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Major programmes of national significance	<p>Our Place in Time (OPiT) – volunteering in Scotland's historic environment sector – the "Make your Mark" in volunteering as a national sector exemplar.</p>	<p>The key output will be a Scotland-wide collaboration campaign aligned to 'Volunteering for All' with key goals to increase volunteer participation and inclusion in the heritage sector.</p>	<p>SHEF, OPiT joint CEOs, SHEF volunteer working group (includes major heritage sector orgs), Make Your Mark Campaign Group, HVOS, HES, Engine Shed</p>	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	Q1 – Q4
	<p>Volunteering support for Scottish Badminton – Scottish badminton aims to become a mass participative sport which provides a unique collaborative opportunity for Volunteer Scotland to support volunteer growth and inclusion in a sports theme and throughout Scotland. This is complementary to the COVID-19 response being led by OSS/Sports Scotland/COSLA/ other partners to bring people back into sport. Badminton offers a unique leadership opportunity for 'Volunteering for All'.</p>	<ul style="list-style-type: none"> • Uptake of Badminton Scotland offer to Team V (via Radio V) and • Badminton's volunteering contribution to the Orkney Island Games 2023. 	<p>Scottish Badminton Union, Sports Scotland, Kinetic OSS</p>	<ul style="list-style-type: none"> • Inclusion • Leadership • Collaboration • Practice 	♥	♥	♥	♥	♥	Q1 – Q4



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Major programmes of national significance	Youth VIP Recommendations – supporting the Scottish Government and key partners in the implementation of the Youth Volunteering Improvement Project's 13 Recommendations .	Participation in workshops and meetings as part of the development and rollout process.	Scottish Government, Young Scot, Project Scotland, Scottish Youth Parliament.	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q1 – Q4
Communication and knowledge exchange	'Evidence Expos' on Volunteering; raising awareness of Volunteering across Scotland. They will be focused on the recovery from COVID-19 and the renewal agenda for volunteering.	The outputs will include: <ul style="list-style-type: none"> • Mini-Expos - June, July and possibly one in the Autumn • National Expo in Feb 2021 subject to relaxation of social distancing. 	Partners are bespoke to each event, but core partners include: <ul style="list-style-type: none"> • SG • SVF members • TSIs 	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q1, Q3, Q4
	SVF - Working collaboratively with members of the Scottish Volunteering Forum to assist in the delivery of the Volunteering Outcomes Framework 'Volunteering for all'. The outputs will be key elements in the new VFA Delivery Plan being led by the SG.	Collaborative contribution to the VFA Delivery Plan.	Members of SVF	<ul style="list-style-type: none"> Leadership Collaboration 	♥	♥	♥	♥	♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Communication and knowledge exchange	Cross Party Group on Volunteering – Providing the secretariat for the CPG on Volunteering; raising awareness of volunteering across Scotland. Outputs.	4 CPG meetings p.a.	CPG Members	<ul style="list-style-type: none"> Inclusion 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 – see list of partners and Forums opposite. UK and International Influence – UKVF, UKYVF, IIV, QAVS, CEV, EVC	<p>No specific outputs can be planned due to the nature of this networking with key partners.</p> <p>Quarterly and six-monthly meetings as scheduled</p>	<p>SCVO and networks, ACOSVO, COSLA Improvement Service, FSB/CBI, OSCR, Scottish Leaders Forum, TSIs, OPIT joint CEOs, Adult learning Strategic Forum- Scottish Government, TSRF, National Inclusion Group</p>	<ul style="list-style-type: none"> Leadership Collaboration 	♥	♥	♥	♥	♥	Ongoing
	Common Hub (shared outcomes governance): <ul style="list-style-type: none"> <i>Goal:</i> Implementing Volunteer Scotland's vision for the Stirling Charity-Sector Hub. <i>Status:</i> The Stirling Hub is closed and will remain so until November. We plan to pick this up again at that time and VS will arrange a shared governance workshop to explore best practices. 	Outputs TBC at the re-opening of the Hub at the end of 2020.	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"> Leadership Collaboration Practice 	♥	♥	♥		♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Research - themed topics	<p>COVID-19 research – the objective is to understand the impact on informal volunteering, mutual aid and formal volunteering across Scotland. There will be five main research activities to develop the evidence base on COVID-19 and volunteering:</p> <ul style="list-style-type: none"> • Media – systematic collection of press and social media articles from mid-March for duration of pandemic – weekly sharing with SG • Surveys – influencing and using survey data from 3rd party surveys: OSCR, SVF and TSI Network • Ipsos-Mori – including questions in the 1,000 adult omnibus survey in Scotland and producing a report (June/July 2020) • Secondary data – capturing and sharing relevant data from YouGov, Ipsos-Mori and ONS polls • Research – engaging in at least one collaborative research study and associated knowledge exchange activities. 	<ul style="list-style-type: none"> • Excel spreadsheet on press and social media evidence • Research reports on OSCR and TSI Scotland Network research • Research report on Ipsos-Mori adult survey • Publication of a collaborative research study. 	Scottish Government SCVO OSCR SVF TSIs Academic partners Ipsos-Mori	<ul style="list-style-type: none"> • Inclusion • Collaboration • Practice 	♥		♥	♥	♥	Q1 – Q4



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Research - themed topics	<p>COVID-19 research and intelligence coordination – VS will work closely with the SG in monitoring the research landscape and supporting the most effective coordination of research into the impact of COVID-19 on volunteering and the voluntary sector. VS will work closely with the SG Comms Team to support its Comms Plan (April – Sept 2020).</p> <p>VS will also support the SG and TSI Network to improve data flow and information sharing on activity between the community level and decision-makers.</p>	<ul style="list-style-type: none"> • Mapping research work across Scotland/UK (monthly updates) • Review meetings with SG on a regular basis. 	Scottish Government Universities GCPH Other research partners such as OSCR, Glasgow TSI, etc. TSI Network	<ul style="list-style-type: none"> • Leadership • Collaboration 	♥		♥	♥		Q1 – Q4
	<p>Young People in Scotland 2019 Survey with Ipsos - Mori – updating the 2014 and 2016 surveys on volunteering engagement by secondary school pupils across Scotland.</p>	<ul style="list-style-type: none"> • YPiS 2019 Summary and Full slide packs. • Engagement with key partners in interpretation and dissemination. 	Scottish Government, Youth Scotland, Young Scot, YouthLink Scotland, Project Scotland	<ul style="list-style-type: none"> • Inclusion • Collaboration • Practice 	♥			♥	♥	Q2



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Research - themed topics	<p>PhD research – this research focuses on the relationship between associational life and volunteering in local communities and is being undertaken by David Bomark at the University of Strathclyde.</p> <p>This PhD studentship is part-funded and co-supervised by VS and is due to run from Oct 2019 to early 2023.</p>	<p>Outputs for 2020/21:</p> <ul style="list-style-type: none"> • Sharing the key findings from David Bomark's literature review in Q3 • David Bomark to deliver a presentation of evidence to date to VS and key partners in Q4. 	University of Strathclyde	<ul style="list-style-type: none"> • Inclusion • Collaboration • Practice 	♥		♥		♥	Ongoing & Q3-Q4
Learning and practice	<p>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.</p>	Exploration and possible development of franchise training model	Training Providers	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 	♥				♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Learning and practice	<p>Duty of care and expectations in volunteering - Volunteer Scotland and VSIDS 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.</p> <p>Support the government and communities in responding to COVID-19 – creating and sharing information on 'How do you keep volunteers safe' during the initial phase. We will continue to adapt and update this guidance as we go through the different stages of recovery.</p>	<ul style="list-style-type: none"> • Creation and promotion of guidance • Creation and regular update of learning material relating to keeping volunteers safe during COVID-19 	Duty of Care working group	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 						Q1 – Q4
	<p>OU Learning Partnership - Working with the OU we will support learning around volunteer practice throughout the sector via our digital champion role.</p> <p>Support the government and communities in responding to COVID-19 – to support volunteer involving organisations we are promoting our 'Involving Volunteers' online course. We are also working with the OU in the development of an online training course to support volunteers 'starting back' and creating elements of the 'new normal' for volunteering.</p>	<ul style="list-style-type: none"> • Promotion of Digital Champion learning materials • Promotion of OU Digital Champions 	Open University, National Volunteering Inclusion Group	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 					Q1 – Q4	



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Learning and practice	<p>Support the government and communities in responding to COVID-19 – the experience and learning from the newly established Action Learning Group will help inform Scotland's volunteering response to COVID-19. This new group will replace the former 'Disrupter Dialogue' Events. Link this learning into key groups e.g. SG resilience agenda as this Learning, research and analysis about volunteering during Covid-19 could generate tools and insights and guidance that could support future crisis responses.</p>	<ul style="list-style-type: none"> Continue to implement Action learning groups. Collation of best practice and sharing of learning. 	Action Learning Group members and SG	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Ongoing
	<p>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. Agree a focused theme around volunteering and disability relating to our presentation to the CPG on disability (Dec 2019).</p> <p>Support the government and communities in responding to COVID-19 – We will explore the question around inclusive volunteering within an emergency response situation as this has been highlighted during the initial COVID-19 response. Possible focus on volunteering by disabled and if possible, those with long term health conditions, amongst others.</p>	<ul style="list-style-type: none"> Regular meetings of the group Learning materials from National Inclusion Group are shared and used to update quality standards such as liV and Volunteer Friendly. 	National Volunteering Inclusion Group, Project Scotland and other youth organisations as appropriate and SG	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥				♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Learning and practice	<p>Volunteer Quality Pipeline (see key partners) – An overarching review of the 'Volunteer Quality Pipeline' in Scotland including liV, Volunteer Friendly and Quality Scotland.</p> <p>Support the government and communities in responding to COVID-19 – In response to the volunteer/community practice issues that were/ are being experienced in the Mutual Aid activity groups throughout our communities we will review/adapt Volunteer Friendly to support good practice with Mutual Aid/COVID-19 community groups.</p> <p>liV will also introduce the link between volunteer programmes and organisations' disaster recovery planning.</p>	Creation of quality pipeline with agreed processes and links.	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
	<p>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).</p>	Creation of new learning materials within mental health and 'volunteering and the law'	Law at Work, Healthy Working Lives Scotland	<ul style="list-style-type: none"> Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Ongoing



Leadership and facilitation

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Learning and practice	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.	Creation of common good practice with Scotland	TSIs liV Volunteer Friendly	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥	♥	♥	♥	Q1 – Q4
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 the Bill updates to service users.	Awareness sessions conducted with invited stakeholders to discuss effectiveness of proposed bill. VSDS contributes towards articulation and delivery of Disclosure (Scotland) Bill	Disclosure Scotland	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥	♥		♥	♥	Ongoing
	Facilitation of good practice forum - Working with partners to better estimate the growth in volunteering opportunities through inclusion activity.	A draft plan is formulated following preliminary Discussions held with Compliance and Training team	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.	Promoted VSDS service including training and support to wider TSI network. Partnering with selective TSIs to promote the service and training/support available.	TSIs			♥				♥

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Research - Scottish Household Survey (SHS)	Analysis of volunteering trends: time series analysis 2007 – 2018 (updating the 2007-2017 analysis).	Updated time series analysis 2007 – 2018 posted to VS website	Scottish Government	• Inclusion • Collaboration • Practice	♥				♥	Q3
	Cross-sectional analysis of volunteering data with other fields in the SHS 2018 (e.g. sport/exercise, culture, health and wellbeing, community engagement) for both formal and informal volunteering	Cross-sectional analysis for SHS 2018 posted to VS website	Scottish Government	• Inclusion • Collaboration • Practice	♥			♥	♥	Q1-Q2
	Informal volunteering data 2018 – outputs: • Research paper highlighting the key characteristics of informal volunteering in conjunction with the SG. • Knowledge exchange event to explore the implications of informal volunteering in the context of COVID-19	Research paper on informal volunteering Event to share and discuss the findings of the paper on informal volunteering.	Scottish Government	• Inclusion • Collaboration • Practice	♥		♥	♥	♥	Q3

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Research - Scottish Household Survey (SHS)	Local authority analysis 2018 – outputs to include: • analysis of 4-year average data for formal volunteering across all 32 LAs (2015 – 2018) • analysis of formal and informal volunteering data in 2018 for Glasgow and Edinburgh	Publication of 32 LA four-year average reports (2015 – 2018). SHS 2018 reports for Glasgow and Edinburgh	Scottish Government TSIs Local authorities	• Inclusion • Collaboration • Practice	♥				♥	Q4
Research - Quantitative datasets	'Time Well Spent' – analysis of Scottish data from NCVO's 2019 report.	Slide pack of results. Summary report on key findings. Dissemination with SVF, NCVO/others.	NCVO SVF TSIs	• Inclusion • Collaboration • Practice	♥				♥	Q4
	NHS Greater Glasgow and Clyde – Triennial Health and Wellbeing survey 2017/18: cross-sectional analysis of formal volunteering question with key social indicators relating to health, wellbeing, demographics and community engagement. This is based on data from 7,600 household interviews.	Publication of Highlights Report, Summary Report and 7 themed reports. Dissemination with partners.	NHS Greater Glasgow & Clyde GCPH Volunteer Glasgow	• Inclusion • Collaboration • Practice	♥		♥		♥	Q3



Support and delivery

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Research - Quantitative datasets	OSCR Stakeholder Survey 2020 – analysis of the biennial survey to highlight volunteering questions on issues such as recruitment, trustees, etc.	<ul style="list-style-type: none"> • Research paper • Blog on website linked to OSCR COVID-19 survey 	OSCR	<ul style="list-style-type: none"> • Collaboration • Practice 					♥	Ongoing
Monitoring and evaluation	Evaluation studies to include: <ul style="list-style-type: none"> • Summary analysis of VSP evaluations • 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 2020 • COVID-19 response by Volunteer Scotland 	Completion of the key evaluation studies listed for 2020-21. Findings shared with key partners as appropriate. [See separate Evaluation Plan 2020-2022 for more detailed description of the M&E outputs.]	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 	♥	♥	♥	♥	♥	Ongoing

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Learning and practice	<p>Training - Volunteer Scotland will deliver a full year training programme, create learning materials and develop new ways of engaging learners.</p> <p>Support the government and communities in responding to COVID-19. In March we established a set of online webinars on "supporting your volunteers". These were well received and will continue as we go through the recovery phase.</p> <p>Our fully training programme will be adapted/rewritten for online webinars and will start in June, these will include:</p> <ol style="list-style-type: none"> 1. Supporting Volunteers Mental Wellbeing 2. Volunteer Change Management 3. Planning for Volunteering – covering resources and policies 4. Developing volunteer Roles 5. Involving and matching volunteers to roles and tasks 6. Volunteer Induction 7. Supporting Volunteers 8. Managing Difficult Situations 9. Developing a Volunteer Culture 10. Developing a Volunteer Strategy 	<ul style="list-style-type: none"> • New learning materials generated from course reviews and evaluations • No. of online 'Supporting your Volunteers' webinars • Adaptation of 10 core courses for online webinars 	liV training associates	• Practice	♥	♥			♥	Ongoing

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Learning and practice	Investing in volunteers - liV will support organisations to develop their volunteer programmes in line with the UK quality standard. There has been increased interest in volunteer practice since the outbreak of COVID-19.	M&E Framework to developed to access effectiveness and impact of liV this will included:- <ul style="list-style-type: none"> • No of Registrations in investing in volunteering course. • Total number of Volunteers. • % of registered organizations completing assessment, developing plan, achieve accreditation. • Common trends identified from mapping of verified self-assessment of progress towards adoption of quality standards. • Analysis of longitudinal upkeep of the award. 	liV associates	<ul style="list-style-type: none"> • Leadership • Collaboration • Practice 	♥	♥			♥	Ongoing
	On-line learning - Using Moodle we will create a portfolio of 'learning bites'. Support the government and communities in responding to COVID-19 – Our full training package will be adapted to support online learning.	Online courses are developed and implemented	Possible academic partners	• Practice	♥	♥			♥	Q1-Q4

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Learning and practice	Consultancy practice - We will respond to requests for independent consultancy work.	Number of consultancies undertaken	Consultancy clients	• Leadership • Collaboration • 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.	Number and nature of helpline requests responded to.	N/A	• Practice	♥	♥			♥	Ongoing
	Volunteer Support Pot: Goal: Deliver the Volunteer Support Pot as a developed service to contribute to an inclusive, consistent and fair funding model to help meet volunteer costs. Status: This will depend on securing an appropriate opportunity and funding source to develop and deliver the VSP model.	Delivery of the VSP model will be dependent on funding and support from third parties (TBC).	VSP partners – SFA, UEFA, Glasgow Life, Solheim Cup, JRF, SVE, Stirling Council, Active Stirling, Visit Scotland, Sports Scotland	• Inclusion • Leadership • Collaboration • Practice	♥	♥	♥	♥	♥	2019/20



Support and delivery

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
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				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
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.	Best practice identified for wider safeguarding issues through forums with stakeholders	Duty of Care Focus Group participants (TBC)	<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	♥				♥	Ongoing
	Application Processing: <ul style="list-style-type: none"> VSDS supporting 2,500-3,500 enrolled organisations per annum PVG applications for 2019/20 was c. 60,000. However, for 2020/21 the numbers will be much lower. An accurate reforecast will be dependent on clarity in the easing of lockdown restrictions. Processing SLA - 90% within 9 working days (as above) 	Support to 2,500 – 3,000 enrolled organisations. Processing 90% of SLA within 9 working days.	Disclosure Scotland, VSDS clients	<ul style="list-style-type: none"> 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. (Numbers dependent on reforecast as lockdown restrictions are eased)	100 support visits p.a. 35 internal/ external training programmes	Disclosure Scotland, VSDS clients		♥				♥	Ongoing

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Communications and digital initiatives	<p>NHS Lothian East Region SBRI Kindocoin Challenge - be represented as experts on volunteering dimension of an Assessors' Panel and Steering Group for this nationally funded Scottish Enterprise challenge for selected SMEs to work collaboratively with Health Boards to reduce barriers to patient discharge. This solution area is designed to involve NHS, third sector and SMEs in combining digital technology solutions with new, flexible processes that enable pre-vetted volunteers to provide patients with a local, trusted, transfer-to-home service from hospitals at shorter notice than is currently feasible.</p>	Brief VS Report upon completion (contribution, reference to wider outputs and impacts)	NHS Lothian	<ul style="list-style-type: none"> Collaboration Practice 					♥	Q1-Q4
	<p>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.</p>	Regular VS Report based on web-based analytics	Datalab, SCVO, University of Stirling	<ul style="list-style-type: none"> Inclusion Leadership Collaboration 	♥				♥	Q1-Q4
	<p>Oxchain Project - We are a partner in the Oxchain project to create a new type of blockchain co-designed and tested within volunteering.</p>	Brief VS Report upon completion (contribution, reference to wider outputs and impacts)	Datalab, University of Edinburgh	<ul style="list-style-type: none"> Leadership Collaboration 					♥	Q1-Q4



Support and delivery

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice						Q1 Q2 Q3 Q4
Communications and digital initiatives	Digital communications - Regular creation of fresh 'volunteer-focused', 'practice-based', 'research-themed' content for the website, social media and email newsletters.	Regular VS Report based on web-based analytics	SG Comms	<ul style="list-style-type: none"> Inclusion Collaboration Practice 	♥	♥	♥	♥	♥	Ongoing
	Volunteering Zone - To mainstream and support a new Volunteering Zone replacement solution via SCVO.	See support 'cases report' referenced below	SCVO TSIs	<ul style="list-style-type: none"> Leadership Collaboration 					♥	Q1-Q4
	New Volunteer Search Platform - Work with SCVO to simplify the opportunity search infrastructure and provide an improved interface that draws exclusively on Milo data.	New search website	SCVO	<ul style="list-style-type: none"> Leadership Collaboration 					♥	Q1-Q4

Governance and accountability

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				<ul style="list-style-type: none"> Inclusion Leadership Collaboration Practice 	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
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, and maintain gold award status.</p> <p>VS is also a Living Wage and Disability Confident employer and we will consider further accreditations as appropriate in the future linked to our work on the National Inclusion Group.</p>	<p>Retention of IIP Gold Award.</p> <p>Maintain HWL Gold Award status.</p>	Investors in People, Healthy Working Lives Scotland	<ul style="list-style-type: none"> Leadership Collaboration 						Q1-Q4
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 account <p>Risk management - Data Protection – compliance with GDPR</p>	<p>Finalisation and sign-off of Statutory Accounts</p> <p>Production of management accounts and risk framework .</p>	Audit & Scrutiny Committee, External Audit, Law at Work, Information Commissioner's Office	<ul style="list-style-type: none"> Leadership 						Ongoing

Governance and accountability

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
Finance and risk	COVID-19 <ul style="list-style-type: none"> • Lockdown exit planning • Plan for returning staff/tenants back to work • Health and Safety arrangements • Attempting to achieve business as usual through management of various including, staff management, financial accounts, payroll and tax and building security including liaison with tenants • Coordinated resource availability and capacity for any spikes in operational demands • Mental health and stress management training arranged for staff to help deal with situation 	Effective and safe return to work outcome for staff, tenants and visitors at Jubilee House compliant with SG guidance on timelines, social distancing, etc.	N/A	<ul style="list-style-type: none"> • Inclusion • Leadership • Practice 						Q1-Q4
People	Employee engagement - Annual employee survey is scheduled to take place late 2020.	Employee survey report. Results shared with staff and Board.	N/A	N/A						Once per year

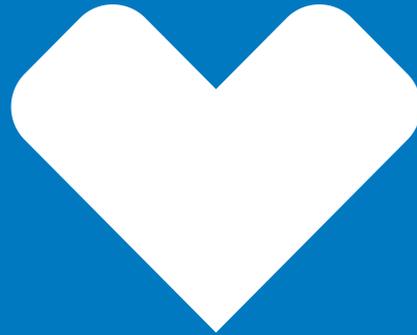
✓ Governance and accountability

Subject (work theme)	Activities and outputs	Outputs	Key partners	Our outcomes	National 'Volunteering for All' outcomes					2020/21 QTRS
					Inclusion	Celebration	Community	Policy	Participation	
				Inclusion Leadership Collaboration Practice	Inclusion	Celebration	Community	Policy	Participation	Q1 Q2 Q3 Q4
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 	<ul style="list-style-type: none"> • Support 'cases report' • Cyber essentials accreditation • New websites and/or SharePoint instance 	N/A	N/A						Ongoing
Building management	Jubilee House: efficient management of room hire and occupancy agreements for all available space at Jubilee House.	Maximise rental income due to occupancy of Jubilee House – target £100k pa. Room hire utilisation target is 50% of room availability based upon re-opening of JH to external parties	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	NPF	National Performance Framework
ACVO	TSI for Aberdeen City	OPiT	Our Place in Time
AGM	Annual General Meeting	OSCR	Office of the Scottish Regulator
CBI	Confederation of British Industry	OU	Open University
CEV	Centre of European Volunteering	PSYV	Police Scotland Youth Volunteers
COSLA	Convention of Scottish Local Authorities	QAVS	Queen's Award for Voluntary Service
CPG	Cross-Party Group	SBRI	Small Business Research Initiative
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
iiv	Investing in Volunteers	TSI	Third Sector Interface
iivE	Investing in Volunteers for Employers	UKVF	UK Volunteering Forum
IPR	Intellectual Property Rights	VF	Volunteer Friendly
IS	Improvement Service	VFA	Volunteering For All
NCVO	National Council of Voluntary Organisations	VIO	Volunteer Involving Organisation
LA	Local Authority	VSDS	Volunteer Scotland Disclosure Services
MVA	My Volunteer Account	VSF	Volunteering Support Fund



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

hello@volunteerscotland.org.uk