

Scotland's Volunteering Action Plan



Joint Foreword



I am honoured to be invited to introduce this Plan in conjunction with Volunteer Scotland. The contribution of volunteers in

the recent past has been exceptional; we owe them a debt of gratitude for all that they have done and continue to do. I offer my thanks to the 100 plus people who, following the publication of the Volunteering for All Framework in 2019, took a leap of faith and continued their collaboration. Their investment of time, energy and commitment has built a learning community determined to enhance volunteering's contribution to a fairer and more prosperous country. Together they have created a movement for positive change – one which encourages lifelong volunteering and tackles the barriers which prevent people volunteering. I share the aspiration that volunteering will continue to thrive and expand over the next decade and beyond. I welcome and endorse the invitation to others to join them on this journey. By participating in the Plan's ongoing development and implementation you can help shape its future direction and content.

Shona Robison
Cabinet Secretary for Social Justice,
Housing and Local Government



The Covid-19 pandemic brought into sharp focus the crucial role of volunteering in the wellbeing of

our society. In 2020 nearly 3 million people in Scotland volunteered in some capacity, vastly increasing the profile of volunteering and ensuring it's universally valued as a positive force for good. Volunteering is the invisible thread which binds our communities together and can often be taken for granted. The Volunteering for All framework acknowledges the cross-cutting value of volunteering in building resilient and engaged communities, as well as for ensuring that everybody in Scotland can realise their own unique potential. This Action Plan will maximise the impact of volunteering. It'll create an environment and a community of practice in which volunteering can adapt to changing priorities and continue to thrive. It'll establish accountability for ensuring that the needs of volunteers are at the centre of future decision-making. This living plan is our map to a brighter future for volunteering in Scotland. There is a long road ahead. We invite you to join us on the journey.

Alan Stevenson
Chief Executive Officer
Volunteer Scotland



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Plan aims

The Volunteering Action Plan (the 'Plan') aims to create a Scotland where everyone can volunteer, more often, and throughout their lives. The Plan builds upon ['Volunteering for All: Our National Framework'](#) (the 'Framework').¹

While the Plan will 'touch' a wide range of volunteering stakeholders, we anticipate that this document will have the greatest interest (and most relevance) for those providing national, regional, or local level development support to volunteering. COVID-19 showed how volunteering [contributed greatly to our society](#)² across the full ['Volunteering Spectrum'](#) (see 'The Framework'³), and the Volunteering Action Plan identifies how we can maximise this impact going forward. The specific end goals of the Plan which will determine its success are:

- **Increase volunteering participation** by focusing on non-volunteers and lapsed volunteers, and especially those who'll gain most benefit.
- **Widen access to volunteering** by understanding and reducing the barriers to participation and supporting community-based, 'place-making' activities.
- **Listen to volunteers** by ensuring that the volunteer 'voice' is heard and that volunteers help make the decisions that affect them.
- **Provide great experiences** whereby volunteers feel supported, valued and recognised for their contribution.

The 'Plan' directly supports the National Performance Framework and specifically in relation to the five 'volunteering outcomes', namely:

- Volunteering and participation is valued, supported and enabled from the earliest possible age and throughout life
- Volunteering in all its forms is integrated and recognised in our lives through national and local policy
- There is an environment and culture which celebrates volunteers and volunteering and all of its benefits
- The places and spaces where we volunteer are developed, supported and sustained
- There are diverse, quality and inclusive opportunities for everyone to get involved and stay involved.⁴

¹ [Volunteering for All: Our National Framework](#) - Scottish Government (2019)

² [Link to 'Societal Impact' on p.7 of the Action Plan](#)

³ [Volunteering for All: Our National Framework](#) - Scottish Government (2019) p.19

⁴ Ibid, p.37



To achieve these goals and outcomes, the Plan addresses key cross-cutting issues including how we improve our [Policy Impact](#)⁵ over time, and key actions to effectively fund and resource the Plan in [Funding for Success](#).⁶ We've also described an [Enabling Environment](#)⁷ with elements around Leadership, Evidence and Voice, Learning, Capacity Building, Resilience, and Digital Volunteering. Actions within these areas will improve our ability to work effectively and collectively on the key challenges facing volunteering over the next 10-years.

The development of the Plan involved an intense co-produced effort, with [Working Groups](#)⁸ focused on each of the volunteering outcomes. This successful engagement model will underpin its rollout through the empowerment of many more people - especially those closest to the issues and decisions. It will require that we organise in new ways, that we [engage and involve stakeholders](#)⁹ in *their* Plan and that we [monitor and evaluate our actions](#)¹⁰ and continuously improve. A learning culture is central to this approach where we continue to build our understanding of volunteering as part of a wider system - see [Appendix 1](#).¹¹

⁵ [Link to 'Policy Impact' on p.10 of the Action Plan](#)

⁶ [Link to 'Funding for Success' on pp.11-12 of the Action Plan](#)

⁷ [Link to 'Enabling Environment' on pp.13-19 of the Action Plan](#)

⁸ [Link to 'Working Groups' on pp.37 of the Action Plan](#)

⁹ [Link to 'Communication and Engagement' on p.30 of the Action Plan](#)

¹⁰ [Link to 'Monitoring and Evaluation' on pp.31-32 of the Action Plan](#)

¹¹ [Link to 'Simplified System Map' on p.33 of the Action Plan](#)



A 'Living' Plan

The Volunteering Action Plan is designed to provide actions over a 10-year period. It is a 'Living' Plan, one that is worked on by 'us all', frequently and consistently. This is driven by a learning culture, by [monitoring and evaluating 'what works'](#)¹², and also through identifying 'how we can improve'. While there will be an initial published version of the Plan, the Plan will be **dynamic**:

- Participants and the number of ways to engage in the Plan, will change over time e.g. new working groups will naturally form and disband as they take one or more actions to a conclusion.
- The System Map, capturing our shared understanding of how volunteering outcomes are created, will change as our understanding grows (see [System Map visualisation](#)).¹³
- Actions are 'experimental' by nature. Actions are conceived, refined, adapted, improved and stopped. This approach improves actions over time - **actions and their outcomes become more certain** not less. Through the Plan we will manage a list of actions and ideas for change; actions will also be at different stages of development.
- Support is also intrinsically dynamic. We anticipate a learning community built around the Plan and support needs will reflect the needs of the community.
- The dynamic aspects of the Plan (which make it a 'Living' Plan) are addressed in the published document through live links to shared materials, online spaces, repositories and websites, as appropriate.

¹² [Link to 'Monitoring and Evaluation' on pp.31-32 of the Action Plan](#)

¹³ [Link to 'Simplified System Map' on p.33 of the Action Plan](#)

Societal impact

The value of volunteering and its contribution to our wider society (now and in future) is documented within Volunteering for All: The National Framework.

‘Volunteering brings enormous benefits and enjoyment, (it) increases social and civil participation, empowers communities, and reduces loneliness and isolation. It can also improve mental and physical health, support the development of job and life skills, and foster a greater sense of belonging.’ - Ministerial Foreword to The Framework.

Increasing the impact of volunteering on society involves taking a systems’ view; understanding how it impacts, and is impacted by, aspects of our society.



Adapted from University of Stirling¹⁴

In creating the Plan, we’ve drawn on an [evidence base](#)¹⁵ that shows volunteering’s societal impact (and potential) with its benefits and unique strengths.

Volunteering ‘reaches into’ areas, such as health and wellbeing, community connection and cohesion, education and skills, and inclusion. More work is needed, especially around partnership development and [policy impact](#),¹⁶ if we’re to maximise its impacts.

In our actions we’ve renewed our focus on communities of place and of interest, and sought to tackle inequality in volunteering through supporting the most disadvantaged in our society.

¹⁴ [Literature Review to Inform the Development of Scotland's Volunteering Outcomes Framework: People, Communities and Places](#) Rutherford, A., Bu, F., Dawson, A., McCall, V. (2019); University of Strathclyde

¹⁵ [Link to 'Evidence Base' on p.41 of the Action Plan](#)

¹⁶ [Link to 'Policy Impact' on p.10 of the Action Plan](#)



Climate change

Scotland was one of the first countries in the world to declare a climate emergency and as part of the ongoing commitment to protect our planet, the Scottish Government has set a target to reach net zero emissions by 2045.

Volunteers in Scotland are already mobilised to tackle the climate emergency. People are engaged as volunteers for organisations that preserve the natural environment, in local groups protecting communities from the effects of climate change or as climate activists. In 2021, more than 10,000 people applied to volunteer at the COP 26 Climate Change Conference in Glasgow, highlighting the strength of public engagement in this issue.

The challenge of climate change gives us the opportunity to do things differently and better. It will take every single one of us acting together to tackle the climate emergency. Volunteer involving organisations (their leaders and managers) and volunteers will continue to play an increasing role.



The contribution of volunteering during COVID-19

The pandemic has demonstrated how remarkable the community and volunteering response in Scotland has been in supporting the crisis needs of food, shelter and transport, as well as helping to address long-term problems such as loneliness and mental ill-health. Organisations and individuals came together at pace to develop solutions and support those most in need. A new 'can do' attitude brushed aside a lot of the bureaucracy and other barriers to 'make change happen'.

Although inevitably some mistakes were made along the way, the far greater impact was the introduction of new structures, new models of working, new and stronger relationships, new ways of supporting volunteering, and new volunteer roles. This learning represents a golden opportunity for a strong volunteering legacy from COVID-19.

Policy impact

While the profile of volunteering has increased significantly in the last decade, it continues to be under-represented within public policy.

The strategic significance and impact of volunteering is evident, however there is work to do to increase its visibility in the policy sphere. There's limited recognition of volunteering in key areas such as employment, community development and the environment, despite there being high levels of volunteering activity. By embedding volunteering more clearly across these and other policy portfolios, the impacts of volunteering can be greatly increased.

The National Performance Framework (NPF) offers a clear, shared platform for policy development. However, the limited understanding of volunteering's value (for individuals, communities and society) is a barrier to policy-maker engagement. Failure to harness the strategic value of volunteering effectively reduces the potential for achieving Scotland's National Outcomes.

By developing a suite of policy actions to be shared across all relevant policy areas, partners and decision-makers, we can ensure that volunteering is properly valued and reflected across public policy.

POLICY ACTIONS

1. **Responsibility for Volunteering Policy** through government-wide performance indicators; a cross-government group on volunteering, hosted by the Third Sector Unit; and volunteering inclusive policy analysis.
2. **Local volunteering strategies** will be developed by Community Planning Partnerships, supported by local Third Sector Interfaces, local authorities and COSLA.
3. **Volunteering Values statement** that reflects Stakeholders' views (Volunteer Scotland, SCVO, COSLA, Scottish Government, Chambers, Trade Unions, NHS Scotland and Funders) on volunteering and supports national and global initiatives in this area.
4. **Organising for policy success** through a **Policy Champions Network**, developed and supported by the Scottish Government and Volunteer Scotland, with representation from across the volunteering sector.
5. **Planning and reviewing policy impact** through a comprehensive policy review calendar to support timely inputs and implementation of a 'test of change' approach for reviewing a key policy area.
6. **Providing agency to volunteers** through influencing how volunteering is represented in the practical application of policy, for example the recent work around Work Capability Assessments. This will ensure (potential) volunteers can fully participate and engage.

Funding for success

Volunteers give their time freely - this is priceless. However, to unlock the aspirations of Volunteering for All, we must ensure that volunteering is appropriately funded.

'The Road to Recovery' report describes funding as a significant issue, deepened by both the financial uncertainty and the additional demands placed on volunteering due to COVID-19.¹⁷ The speed of the funding response during this crisis also highlights what could be possible.

Currently, it's very difficult to measure the true financial value of funding applied to volunteering and the 'macro-level' impacts this generates. Volunteering is largely 'invisible' as a discrete funding opportunity; it's often viewed as a 'side-benefit' of a larger project instead of having strategic value in and of itself.

With limited visibility it's challenging for organisations to safeguard their volunteering investment or demand additional funding to unlock its full potential. We must make the impact of volunteering visible and valuable. This includes measuring the impact of volunteering on our organisations and communities, as well as on volunteers. This is still an alien practice for many with around half of large organisations and less than 10% of small organisations incorporating this activity.¹⁸

Volunteering needs a longer-term 'investment' perspective, including funding the development of volunteer managers through Volunteer Involving Organisations (VIOs) and funding the 'volunteering infrastructure' that enables and builds the capacity of Volunteer Involving Organisations (VIOs) at a local and national level.¹⁹ Longer-term funding settlements must now be the default to promote sustainable volunteer engagement.

While volunteers should receive no financial reward for their time, out of pocket expenses should be covered; no one should be prevented from volunteering through financial hardship. Furthermore, volunteers and organisations will require additional resources to ensure 'truly' equitable access to volunteering opportunities in response to rising inflation and the cost of living crisis.

To tackle these issues and 'fund for success' we need action. We must involve 'funders' as co-creators within solutions, through a consortium or similar structure. We must look to increase 'visibility' through tighter standards in relation to volunteering within third sector funding and increase sector engagement around impact measurement.

¹⁷ [The Road to Recovery: Lessons learned from Scotland's volunteering response to COVID-19](#) - Volunteer Scotland (2022)

¹⁸ [Understanding Volunteering Impact Measurement Practices Across Scotland](#) - Children's Hospices Across Scotland and Volunteer Scotland (2018)

¹⁹ [The Road to Recovery: Lessons learned from Scotland's volunteering response to COVID-19](#) - Volunteer Scotland (2022)

Finally, we must be bold in our ambition for new ways of working, funded through 'experimental' actions with long-term impact.

FUNDING ACTIONS

7. **Volunteering Funding Consortium** to fund 'complex' issues such as inclusive volunteering, and fund 'capacity building'; to agree objectives; to agree standards; reduce bureaucracy; and improve guidance.
8. **Proof of concept 'experimental' funds** - the opposite of large scale projects these are small scale 'tests of change' where learning is prioritised. Actions address more complex issues and where impact is less certain.
9. **Funding Standards** that focus on societal impact, employ standardised templates, make explicit the funds for volunteering, create agreed outcomes for volunteering impact and make 'impact measurement' a condition of grant.

Creating an enabling environment

The Enabling Environment is our foundation for future action. It improves our ability to work effectively and collectively on the key challenges facing volunteering over 10 years.



There are six elements, namely:

- **Leadership**: Leaders will drive the Plan. There must be clear pathways to becoming a Leader in volunteering.²⁰
- **Evidence and Voice**: Evidence highlights gaps and tells us as much about what we ‘don’t know’ as what we do. We must consider who and what can help us better understand our system. This involves hearing from those with lived experience.²¹
- **Learning**: Learning is critical to achieving Volunteering For All but it will require us to organise and value learning differently.²²
- **Capacity building**: Creating an environment where volunteering thrives requires that we improve the infrastructure that enables volunteering.²³
- **Resilience**: While meeting current demands and sustaining current levels of activity we must organise and prepare for future shocks and capitalise on opportunities for change.²⁴
- **Digital Volunteering**: COVID-19 has highlighted the very important contribution that digital can confer, but VIOs, volunteers and beneficiaries will need support to maximise these benefits in the future, with equal access for all.²⁵

²⁰ [Link to ‘Leadership’ on p.14 of the Action Plan](#)

²¹ [Link to ‘Evidence and Voice’ on p.15 of the Action Plan](#)

²² [Link to ‘Learning’ on p.16 of the Action Plan](#)

²³ [Link to ‘Capacity Building’ on p.17 of the Action Plan](#)

²⁴ [Link to ‘Resilience’ on p.18 of the Action Plan](#)

²⁵ [Link to ‘Digital volunteering’ on p.19 of the Action Plan](#)

Leadership

Leadership spans operational and 'system' leadership as well as the leadership provided through boards, as trustees. Leaders have a critical role in driving the 'plan'; both facilitating curiosity (enquiring and introducing different points of view) and providing clarity when needed. A Leader within volunteering is someone who:

- **Advocates for volunteering** and actively promotes and protects it (above all as a free choice, open to all and in no way viewed as a substitute for paid work).
- **Leads change** by inspiring others to achieve our shared vision of 'Volunteering for All'. They find optimistic ways of framing adversity and encourage resilient responses.
- **Leads people** through supporting, developing and empowering others. They value 'voice' (especially seldom heard voices) and the importance of learning.
- **Builds a culture of collaboration** which involves leading across organisational boundaries and focusing on win-win outcomes.

Leadership is learned behaviour and as such we need to develop Leadership capacities, knowledge, discipline, practices; understand system-wide barriers and enablers as Leaders through listening to different perspectives; and practice Leadership skills within 'safe spaces'.

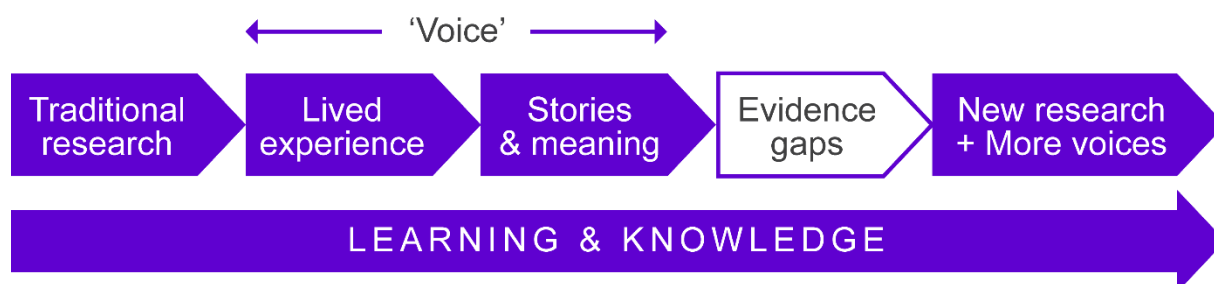
We must ensure there are clear pathways to becoming a Leader in volunteering; barriers must be identified and addressed, with youth engagement and inclusion being important considerations.

LEADERSHIP ACTIONS

10. **Support for Volunteering Leaders** through identifying leadership development opportunities (e.g. young leaders), assessing current leadership development activity and providing leadership support.
11. **Create 'System Stewards' programme** which is focused on taking participants through a process of making change within an area of volunteering through understanding underpinning systems and how to improve impact.

Evidence and Voice

Evidence is available to volunteering stakeholders in the form of published reports, surveys, qualitative interviews, desk research, etc. Evidence also includes Voice which is the captured stories (lived experience) of those involved such as volunteers, non-volunteers, volunteer managers, etc. Evidence highlights gaps and tells us as much about what we ‘don’t know’ as what we do. A healthy system must hear ‘a diversity of voices and ask questions about who is included and who is not’.²⁶



As a sector, we’ve a wealth of evidence which is our ‘starting-point for learning’. In fact, evidence has been applied during this action planning process, to make sense of the challenges we face: scoping outcome areas, mapping the volunteering system and identifying and refining potential actions (see Appendices 5 and 6 for evidence sources used). Gathering evidence is vitally important in creating ‘a shared understanding’ of the issues and where to effect change.

As we move forward with the ‘plan’ we must consider who and what can help us better understand volunteering. This involves hearing from volunteers and others with lived experience. We ‘can only understand a system by understanding the small, particular parts of day-to-day interactions’.²⁷ It will also involve listening to ‘pattern finders’ (who gather experiences) and learning from our actions.

EVIDENCE AND VOICE ACTIONS

12. **Build Voice capacity** through embedding Voice (especially volunteers’ voice) into key decision-making structures and building ‘voice gathering’ capacity (developing skills, educating and providing guides for individuals and organisations).
13. **Build Evidence capacity** which includes exploring the feasibility of a Volunteering Research Centre; engaging other sector research specialists; agreeing Volunteering Research protocols for wider research sharing; and supporting organisations to increase their volunteering research capability.

²⁶ [Human Learning Systems: Public Services for the Real World](#) - Brogan, A. et al. (2021) p. 102

²⁷ [Game Over. Play Again? Complexity and Citizen Engagement in a Post-Social-Media World](#) Snowdon, D. video

Learning

Learning is essential to developing ourselves, our organisations, our local communities and the issues we care most about. Learning together and learning with one another helps build deeper, more trusting relationships.

As a sector, we already invest time in learning and applying good (and even best) practice around volunteering. However, volunteering can be complex; there are many factors that interact to make volunteering a more or less inclusive activity.

In essence, cause and effect is not always obvious and what works in one place or context may not work in another. Actions help us to make sense of the challenges we face and are also opportunities for learning. Throughout this 'plan' actions are framed as 'test and learn experiments' where we observe, assess, adapt, improve, and even stop.

While learning is a mutually reinforcing activity it can also be a luxury - we're often too busy 'delivering' to invest appropriate time and 'space' to learn. The creation of a National Learning Community could help provide the necessary time, space and support to learn together, effectively. Learning is critical to achieving Volunteering For All.

LEARNING ACTIONS

14. **The Volunteering For All: National Learning Community** is a 'shared space' through which to (a) review voice and evidence inputs (b) understand / articulate the system at the highest level (c) generate or help prioritise proposed actions nationally and (d) review and help support, refine or exit from existing actions.

Capacity building

Capacity building is critical for both infrastructure organisations and the Volunteer Involving Organisations (VIOs) they support. Volunteering thrives through strong VIOs with good governance, supportive people and quality processes and standards.

VIOs come in all shapes and sizes, and span the third, public and private sectors. While volunteering will look different for a small volunteer-led community group compared to a large national volunteering organisation, every organisation can increase their capacity with appropriate support. Capacity building encompasses:

- **Volunteers' learning and development** - including progression within and between roles, recognition schemes and a focus upon volunteers' wellbeing.
- **Development of volunteer practitioners (managers and coordinators)** - providing learning and development opportunities; and supporting practitioner progression, voice and leadership.
- **Development of organisations** - enhancing policies, governance and organisational 'health'.
- **Volunteer accreditation schemes** - including widening the uptake and impact of schemes such as 'Investing in Volunteers' and the 'Volunteer Friendly Award'.

The pandemic has highlighted the power of informal voluntary action, often in unconstituted groups formed over social media. With support from Third Sector Interfaces and other support bodies, and only where appropriate, some groups have taken steps to become constituted; applying for charity status, arranging insurance and putting in place safety procedures. Local and national support organisations currently collaborate on the design and delivery of capacity building opportunities and infrastructure, such as [Saltire Awards](#),²⁸ [Volunteer Friendly Award](#)²⁹ and MILO.³⁰

CAPACITY BUILDING ACTIONS

15. **Enhancing volunteering practice** through developing standardised training, an accredited train-the-trainer model and developing career pathways for volunteer practitioners (managers and coordinators).
16. **New capacity building initiatives** through enabling the scoping and potential pilots for future large-scale initiatives, such as a Volunteer Passport Scheme.³¹

²⁸ [Webpage for Saltire Awards](#)

²⁹ [Webpage for Volunteer Friendly](#)

³⁰ [MILO](#) is a data management and reporting platform used by Third Sector Interfaces (TSIs). It enables TSIs to promote local volunteering opportunities and supports volunteers across Scotland.

³¹ [Development a national volunteer passporting scheme](#) - NCVO, blog (2021)

Resilience

Volunteers have a key role to play in building the resilience of Scotland's communities, both in responding to emergencies and in building a sustainable future.

The ability of statutory responders to work effectively alongside voluntary organisations and volunteers is critical to our future resilience as a country. Among the many strengths that volunteers bring is their ability to quickly self-organise, as seen with the informal and mutual aid response to the pandemic, and to strengthen relationships within and between communities.³²

Analysis of volunteer and community involvement in responding to the pandemic demonstrated good communication, coordination of partners, effective partnership working and shared learning.^{33,34,35} Volunteering must be understood as a critical resource that complements, and is supported by, regional and national resilience partners and stakeholders.

Building the required links and capacity can't happen overnight; we need to provide sustainable foundations to strengthen volunteering's contribution to whole-society resilience. This involves first embedding the voluntary and community sector more effectively into resilience planning and in local resilience partnerships.³⁶

By further strengthening mutual knowledge and collaboration we can ensure that volunteers are an important part of the strong partnerships (nationally and locally) that are 'ready' to respond to future challenges and opportunities.

RESILIENCE ACTIONS

17. **Wider, more informed local resilience partnerships** through appropriate third sector engagement with the Resilience Partnership Infrastructure; and greater access to learning & development on emergency resilience topics.
18. **Improve resilience processes and guidance** to reflect the contribution made by communities; promoting good safeguarding practice in respect of vulnerable people; and updating guidance on informal volunteering.

³² [The Road to Recovery: Lessons learned from Scotland's volunteering response to COVID-19](#) - Volunteer Scotland (2022)

³³ Ibid.

³⁴ [Scottish Third Sector Perspectives on volunteering during COVID-19: Survey Report](#) - Scottish Government (2022)

³⁵ [Connections and cross-sector working during coronavirus \(COVID-19\)](#) Sharp, C.; Research for Real (2021)

³⁶ [Storm Arwen Review](#) - Scottish Government (2022)

Digital Volunteering

Many more organisations are now using digital tools (e.g. Teams, Zoom, WhatsApp) to deliver or part-deliver their volunteering: for example, during the pandemic face-to-face befriending moved to remote (telephone and online) delivery, sometimes in the space of a few hours. While these tools can seldom improve on the experience provided by face-to-face contact, they can offer benefits to Volunteer Involving Organisations (VIOs), such as improved reach with volunteers and service users, especially for rural areas; improved communication and team-working; more flexible volunteering; and (as the pandemic showed) more resilient services.

However, greater demand for digital brings challenges. In ‘The Road to Recovery’ report, staff and volunteers from VIOs highlighted the need for appropriate access to ‘IT equipment and accessible digital training’, which is especially important for smaller organisations lacking digital skills, often with no paid staff.³⁷ The potential of digital to transform organisations, and the pace of technological change, also requires that organisations think strategically in this area.

‘Digital volunteering’ can offer another way to participate for disabled people (but only) where organisations’ use of digital tools (and related content) meet accessibility standards. Digital can also exclude those less likely to have the skills and confidence to use digital tools, such as older people or those in poverty (who cannot afford the equipment).

COVID-19 has highlighted the very important contribution that digital can confer but VIOs, volunteers and beneficiaries will need support to maximise these benefits, with equal access for all. Guidance already exists through SCVO’s ‘Digital Inclusion Support’ to the Third Sector, and they can also help voluntary organisations to think about their use of IT and digital more generally.³⁸

DIGITAL VOLUNTEERING ACTIONS

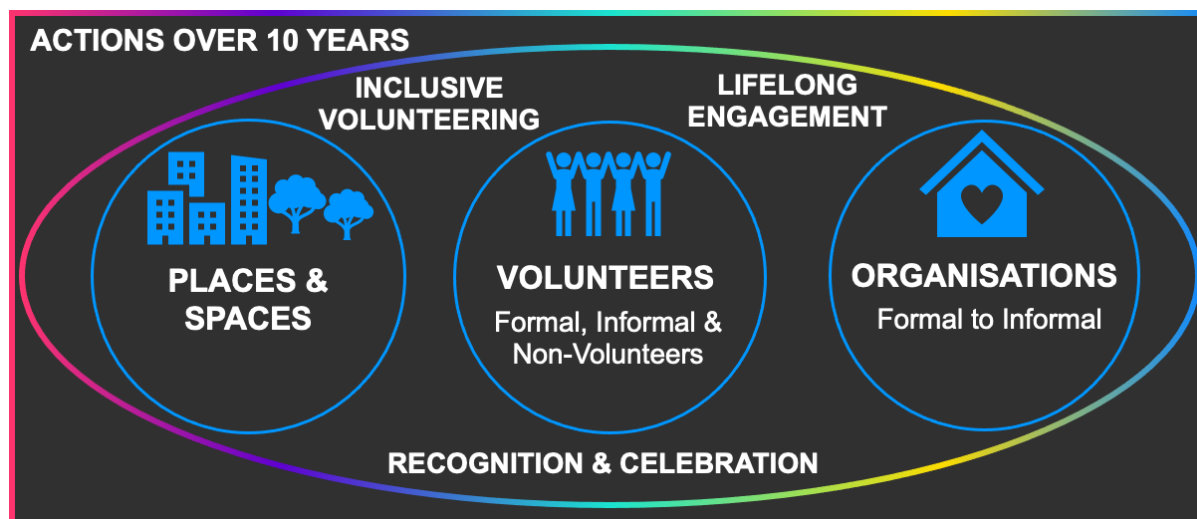
19. **Supporting Digital practice and Digital access in volunteering** by helping organisations to apply digital tools and share best practice; which includes signposting to existing support (from SCVO and others) that increases use of digital generally; and providing guidance to create accessible content around a volunteering programme.

³⁷ [The Road to Recovery: Lessons learned from Scotland's volunteering response to COVID-19](#) - Volunteer Scotland (2022)

³⁸ [Digital Inclusion' - guidance, resources, and case studies](#) - SCVO website

Ideas into action

Volunteering happens through the relationships between people, organisations and places & spaces. The Working Groups have created a single high-level system map ([Appendix 1 - System Map](#))³⁹ to inform 'ideas for change' and provide the basis for more detailed actions.



Themes and Ideas

'Ideas for change' have been collated thematically, as follows:

- Awareness and perception of volunteering
- Community engagement
- Volunteering opportunities
- Relationship building
- Research evidence
- Valuing volunteering
- Volunteering experience and training

Volunteering outcomes around 'inclusive volunteering' and ensuring 'places and spaces' for volunteering are developed, supported and sustained are particularly complex and 'ideas for change' cut across a number of themes. Each 'idea' is the starting point for a more detailed, priority action (see [Volunteering Action Canvases](#)).⁴⁰ See also a more detailed [Longlist: Actions and Ideas](#).⁴¹

³⁹ [Link to 'Simplified System Map' on p.33 of the Action Plan](#)

⁴⁰ [Link to Volunteering Action Canvases](#)

⁴¹ [Link to 'Longlist of Actions and Ideas'](#)

| THEMES | IDEAS |
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| <p>Awareness and perception of volunteering - to increase general public awareness of volunteering, and to tackle stereotypes around what it is and who volunteers, etc. This involves actions focused on promotional activity and national and local events.</p> | <ol style="list-style-type: none"> 20. Co-ordinating national recognition and celebration initiatives and expanding the Volunteers' Week programme by including other national events relevant to volunteering. 21. Delivery of local and regional community events which build on existing national celebrations and focus on locally driven community events. 22. Establish a common understanding of inclusive volunteering and inclusive volunteering practice through awareness raising campaigns. 23. 'Tell your story' platform that allows volunteers to tell their story in their own words. 24. Evaluate volunteering awards and their importance for lifelong engagement, including the potential for adult awards. 25. Encourage people to consider volunteering through tailored, comprehensive and accessible information and guidance that addresses key questions for non-volunteers. |

| THEMES | IDEAS |
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| <p>Community engagement - These actions focus on how to leverage community assets, 'anchor' organisations and local leadership to maximise the contribution of volunteering at the community level. This includes capitalising on national programmes and good practice locally.</p> | <p>26. Leverage community 'assets' through engaging 'anchor' organisations and individuals and supporting volunteers' use of greenspace and bluespace.</p> <p>27. Scaling up models of successful community-volunteer engagement through understanding the success factors and supporting wider application, thematically and geographically.</p> <p>28. Stimulate volunteer pathways through initiatives aimed at participants and recipients within community services and interest groups.</p> <p>29. Help communities to help themselves through supporting a volunteering response to important issues, such as national emergencies, protecting assets under threat, rescuing land for a community garden - this includes sharing good practice examples.</p> <p>30. Support Volunpreneurs i.e. support entrepreneurial action that's focused on creating community-volunteer engagement models or approaches.</p> |
| <p>Volunteering Opportunities - actions which focus on increasing the opportunities available to volunteer: widening the breadth of opportunities and also increasing access for under-represented groups.</p> | <p>31. Volunteering Opportunities + through a plan to increase current opportunity volumes and matches which involves identifying and removing barriers for both opportunity publishers and searchers.</p> <p>32. Volunteering Opportunities by lifestage through collating, reviewing and recommending changes based on motivations and needs at each life stage, including employer supported volunteering and intergenerational activity.</p> <p>33. Inclusive nature-based volunteering through collating case studies via volunteers and practitioners, and providing guides to help others create roles in this area.</p> |

| THEMES | IDEAS |
|--|---|
| <p>Relationship building - actions have identified where relationships must be strong or strengthened; between 'volunteering' and 'community engagement' partners; and between national and local stakeholders.</p> | <p>34. Bridge expertise through building relationships between volunteering and community engagement partners.</p> <p>35. Engage national partners around successful community-volunteer engagement initiatives in order to understand and support.</p> <p>36. Tackle transitions for volunteers into adulthood by engaging education-focused stakeholders and employers; and into retirement by engaging employers and others.</p> |
| <p>Research evidence - each Working Group drew on available 'Evidence' to base their understanding of the system and the action needed, motivating the call for specific research.</p> | <p>37. Understand older 'potential' volunteers through research that examines their needs and motivations to volunteer.</p> <p>38. Understand community engagement and volunteering through research and monitoring and evaluation data.</p> |
| <p>Valuing volunteering - actions look at promoting the 'value' of volunteering more widely, assessing volunteering in the context of a wellbeing index and making clearer the line between volunteering and paid work.</p> | <p>39. Volunteering and Wellbeing. Gain a better understanding of the contribution of volunteering to the Wellbeing Economy by aligning existing research with the National Outcome indicators related to health and social capital.</p> <p>40. Create a positive culture for volunteers through wider promotion of the impact of volunteering in policy and the media.</p> <p>41. Fair Volunteering. Reinforce the distinction between volunteering and paid employment by reviewing and relaunching the Volunteer Charter, introducing fair volunteering principles, and reinforcing the importance of paying expenses amongst others.</p> |

| THEMES | IDEAS |
|--|---|
| <p>Volunteering Experience and Training - actions cover areas of Employer Supported Volunteering, building knowledge and skills within Inclusive Volunteering, reducing bureaucracy and widening standards of practice, amongst others.</p> | <ul style="list-style-type: none"> 42. National approach to Employer Supported Volunteering which includes an agreed value statement, guidance and accreditation routes and signposting to existing services. 43. Build knowledge, skills and capacity in inclusive volunteering through practical resources, training and peer support. 44. Knowledge hub to recognise and celebrate volunteering and ensure that minimum standards are in place for recognising volunteers. 45. The right level of bureaucracy through understanding where bureaucracy can be streamlined (with relevance to VIOs, infrastructure bodies, funders, and others) and the application and impact for different types of volunteers / volunteering. 46. Create a wellbeing training resource which supports volunteers to maintain positive physical and emotional wellbeing and sets a national baseline to support volunteer practice. 47. Improve and widen the uptake of standards of practice through the increased promotion of 'a quality pipeline' which includes the Volunteer Charter, Volunteer Friendly (VF) and Investing in Volunteers (IiV). Assess potential for 'QA marked' opportunities. |

Ideas into Action

Some ideas have been further developed through use of a 'Volunteering Action Canvas'. A template is shown below.

| Volunteering Action Canvas | | | |
|--|----------------------------------|---|--|
| What is this action? In a few sentences... | | What is unique here, what will change as a result? Anticipated impact? | |
| Our target audiences | Our key delivery partners | How we'll communicate this action | What we'll do to deliver this action (key activities) |
| We must build relationships with these key stakeholders | | How we'll know if this action works (test and learn) | |
| What we estimate as minimum costs (for a basic version) | | What resources are needed, financial, non-financial, in-kind. | |

The 'canvas' provides the key components of any action and the basis for 'experimentation'; with the aim being to refine, adapt, improve or stop any action.

In this way, actions and their outcomes become more certain over time.

A key aspect of the [Living Plan](#)⁴² is to encourage anyone with an interest in 'improving volunteering' to get involved; to add their Ideas, to turn their Idea into Action (create a Volunteering Action Canvas) and then to implement, test and learn, for the benefit of all.

⁴² [Link to 'A Living Plan' on p.6 of the Action Plan](#)

Volunteering Action Plan

The [Working Groups](#)⁴³ generated [Volunteering Action Canvases](#)⁴⁴ for the following actions:

| Volunteering Action Canvases | | |
|---|---|--|
| <p>22. Establish a common understanding of inclusive volunteering and inclusive volunteering practice through awareness raising campaigns.</p> | <p>24. Evaluate volunteering awards and their importance for lifelong engagement including the potential for adult awards.</p> | <p>26. Leverage community 'assets' through engaging 'anchor' organisations and individuals and supporting volunteers' use of greenspace and bluespace.</p> |
| <p>27. Scaling up models of successful community-volunteer engagement through understanding success factors and supporting wider application, thematically and geographically.</p> | <p>29. Help communities to help themselves through supporting the volunteering contribution to important community issues, including sharing 'what works'.</p> | <p>32. Volunteering Opportunities by lifestage through collating, reviewing and recommending changes based on motivations and needs at each life stage.</p> |
| <p>34. Bridge expertise through building relationships between volunteering and community engagement partners.</p> | <p>37. Understand older potential volunteers through research that examines their needs and motivations to volunteer.</p> | <p>40. Create a positive culture for volunteers through promotion of key messages and impacts.</p> |

⁴³ [Link to Working Groups](#)

⁴⁴ [Link to Volunteering Action Canvases](#)

Volunteering Action Canvases

43. Build knowledge, skills and capacity in inclusive volunteering through practical resources, training and peer support

44. Knowledge hub to recognise and celebrate volunteering and ensure that minimum standards are in place for recognising volunteers.

46. Create a wellbeing training resource which supports volunteers to maintain positive physical and emotional wellbeing and sets a national baseline to support volunteer practice.



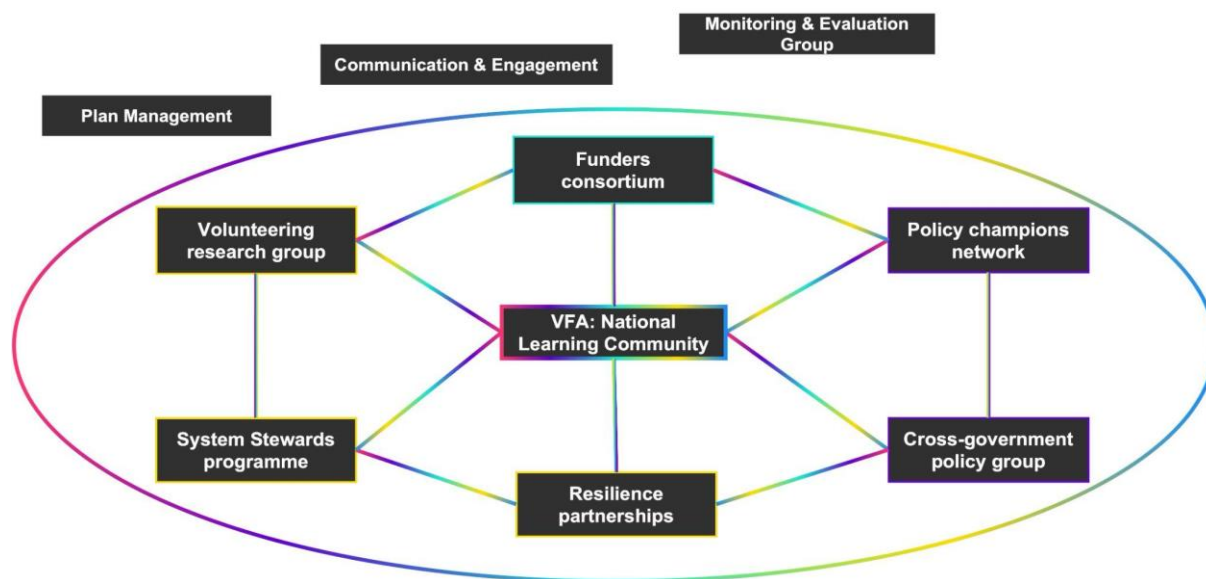
See [Volunteering Action Canvases](#)⁴⁵

⁴⁵ The latest version of the Volunteering Action Canvases is available via this Google Spreadsheet

Living the plan

One of the main strengths of both the Volunteering for All: National Framework, and especially this Plan, has been the approach to co-creation that's been employed. This Plan has actively engaged c.60 volunteering stakeholders in Scotland.

Moving forward, this same commitment to collaboration and co-ownership is embedded in the implementation of the Plan.



The diagram above indicates a range of 'new' structures which are fundamental to the delivery of the Plan. Further planning work is required in order to identify objectives, ownership, resources and timing, amongst other considerations.

Plan management

An ambitious 10-year plan will need ongoing flexibility and the opportunity to review and refresh actions based on the changing landscape. Many actions will require the establishment of groups of stakeholders and funders to progress them – they cannot be achieved by one organisation acting unilaterally. The Scottish Government and Volunteer Scotland will act as an enabler and facilitator in supporting this work over the next decade. The Plan will be managed through:

- **A multi-agency management group** that meets quarterly to steer and evaluate the progress of the plan with a focus on strategy, ownership and stewardship of the Plan. Comprised of main action holders, such as Third Sector interfaces (TSIs), large / small volunteer involving organisations, the NHS, COSLA, a representative from Funders, Volunteer Scotland, sectoral leadership bodies, and the Scottish Government, amongst others.
- **Programme management.** This should ideally include a programme management office from the outset, with resources dedicated to the ongoing facilitation, co-ownership and monitoring of the Plan.
- **Communication and engagement** - see [Communication and Engagement](#).⁴⁶
- **Monitoring and evaluation**, which includes producing an annual report and building in a formal 5 year review in 2027. See [Monitoring and Evaluation](#).⁴⁷

New 'enabling' structures (see [Living the Plan](#)⁴⁸) will be progressed, including VFA: National Learning Community, Funders Consortium, Resilience Partnerships, Policy Champions Network, Cross-Government Policy Group, Volunteering Research Group, and a System Stewards' programme.

⁴⁶ [Link to 'Communication and Engagement on p.30 of the Action Plan](#)

⁴⁷ [Link to 'Monitoring and Evaluation' on p.31-32 of the Action Plan](#)

⁴⁸ [Link to 'Living the Plan' on p.28 of the Action Plan](#)

Communication and engagement

The Volunteering Action Plan seeks to develop our strong volunteering community over the next decade. A key element of our Communications and Engagement activity will be raising the profile of volunteering and its impact on society.

We've had significant stakeholder involvement in the process so far and we want this to continue. A wide range of stakeholders and delivery partners will need to come together to galvanise actions in priority areas. The Plan will require energetic engagement and goodwill across the Sector.

We recognise that while some actions will be quicker and easier to achieve, others will be more long term in nature, complex and may require that we also build capacity or change behaviour.

The co-produced Plan is underpinned by the vast collective experience of its participants, who remain vital champions and ambassadors in promoting the Plan and in sharing learning and key messages. They have the ability to influence decision makers and to ensure that the power of volunteering is recognised across policy areas and across our communities.

The need to improve the visibility of volunteering in policy making is vital. By increasing awareness of the strategic importance of volunteering we can realise the outcomes of the National Performance Framework.

This Plan provides a detailed narrative for the future of volunteering in Scotland, but will need to be tailored to different audiences to ensure we maximise its impact. The launch of the plan is just the beginning.

We will develop a communications plan and website for the action plan, to create the widest possible awareness across Scotland and encourage as many individuals, communities and organisations as possible to think about the part they can play in building the future of volunteering over the next 10 years.

Monitoring and evaluation

The rollout of this Scotland-wide Volunteering Action Plan is a major commitment given the ambitious programme of actions encompassing policy influence, partnership working, volunteer reach and resourcing – both in time and money. This makes the development of an effective monitoring and evaluation system all the more important.

Its key objectives are:

- **Monitoring** – to track the rollout of actions and record what has happened. This will provide the factual data to support an Annual Monitoring and Evaluation Report.
- **Impact** – to assess the impact of actions ‘on the ground’. What are the intended and unintended results of the Action Plan?
- **Performance** – in what ways can the performance of the action planning and rollout process be enhanced? Is the work cost-effective and does it represent value-for-money? Answering these questions is fundamental to a learning culture and the ongoing development of a ‘Living Plan’.

Central to achieving these objectives is a strong evaluation approach. However, this needs to be driven ‘bottom-up’, not ‘top-down’. The whole success of the Action Plan rests on those organisations responsible for leading the change – be that funders, national and local bodies, local community groups, and volunteer involving organisations. It is critical that they take ownership for their own actions, and this includes the monitoring and evaluation of their work.

This is a complex process and attention needs to be paid to the following:

- being clear on the objectives of the monitoring and evaluation function;
- proportionality to ensure a cost-effective monitoring and evaluation service;
- engaging those responsible for funding and other key partners which are critical to the rollout and implementation of the Action Plan;
- providing capacity building support to VIOs in monitoring and evaluation; and
- recognising that this is not about trying to map and evaluate all activity relating to the Action Plan – this is neither feasible nor desirable.

A Monitoring and Evaluation Group will be established to set out the principles, responsibilities, and timelines for reporting during the expected 10 year time horizon of the Volunteering Action Plan.



Lessons learned so far... (March 2022)

The creation of the Plan was challenging; involving over 60 organisations for more than a year with a strong emphasis on co-production. Volunteer Scotland evaluated this process in March 2022. High level findings are shown in [Appendix 3](#),⁴⁹ alongside implications for the roll-out of the Plan.

Headlines include: Engagement of partners is critical; Co-production works! Structure – keep it simple; Systems – keep it simple; Management support is key; Communications – the lifeblood of such initiatives; ‘Voice’ was missing in some key areas.

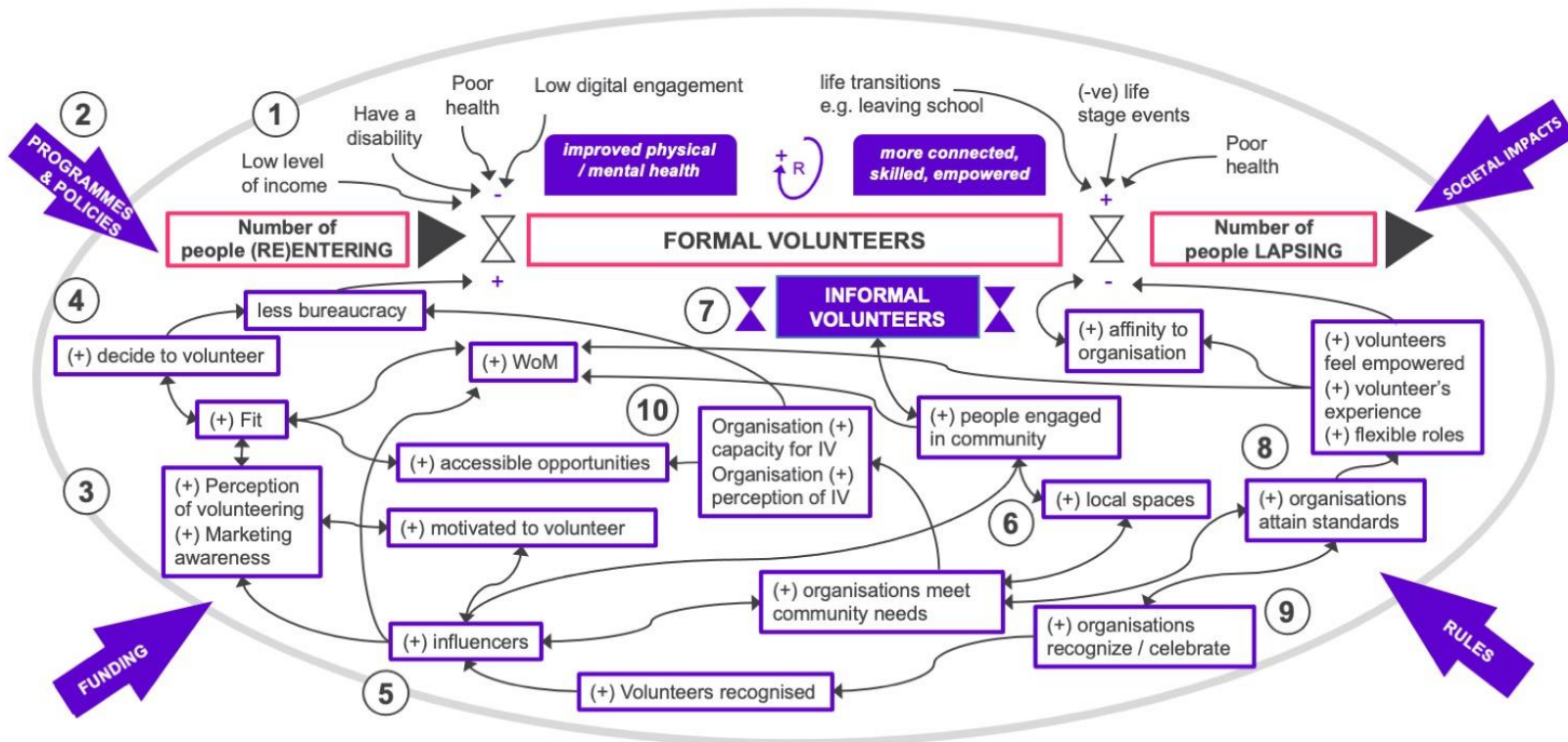
⁴⁹ [Link to Appendix 3 - ‘Lessons Learned’ on page 35](#)



Appendices

Appendix 1: 'Simplified' System map (illustrated below and [described in this video](#))

A SCOTLAND WHERE EVERYONE CAN VOLUNTEER, MORE OFTEN AND THROUGHOUT THEIR LIVES





Appendix 2: Creating the Plan

The plan was a Programme for Government commitment in 2019 to implement the strategic framework Volunteering for All, delayed due to the pandemic. An early decision was taken to co-produce the plan with a wide variety of stakeholders – experienced voices were felt to be fundamental as the plan developed.

The Plan's development is modelled on the **Human Learning Systems (HLS)** approach to public management, which was developed by Dr Toby Lowe and Collaborate CIC.⁵⁰ This approach recognises that volunteering is complex and its outcomes are determined by inter-relationships within a system.

The plan process involved five Working Groups (one for each outcome area) supported by a Governance Group and a Management Team. Each Working Group agreed a scope of work, mapped the 'actors' within their domain, and helped develop an overall [System Map](#)⁵¹ before detailing priority actions.

Support was provided through a bespoke [Participant Handbook](#),⁵² with curated [reference materials, bespoke evidence workshops and 'lunch and learn' sessions](#)⁵³ provided. Regular Governance Group meetings and meetings between the Governance Group Chair, Working Group chairs and Management Team ensured coordinated progress. The process was also supported through regular communications.

Groups were asked to identify and involve relevant stakeholders in developing their proposed actions; further engagement is planned as part of the sense checking process post publication.

This Plan includes dynamic aspects which bring it to life, including real-time access to facilitate our shared understanding of the Action Plan and its future rollout and ongoing development - through documents, shared spaces and websites. We encourage anyone to find out more and get involved, see the [Volunteering Action Plan website](#)⁵⁴ for more details.

⁵⁰ ['Human. Learning. Systems'](#) - a compilation of resources

⁵¹ [Appendix 1: 'Simplified' System map \(described in a video\)](#)

⁵² [Participant Handbook](#)

⁵³ [Reference materials, bespoke evidence workshops and 'lunch and learn' sessions](#)

⁵⁴ [Link to the Volunteering Action Plan website](#)



Appendix 3: Lessons learned

The Creation of the Plan was challenging, involving over 60 organisations for more than a year with a strong emphasis on co-production. Volunteer Scotland evaluated this process in March 2022. High level findings and implications for roll-out, are shown in the table below.

| Issue | Description | Implications for rollout |
|---|---|--|
| Engagement of partners is critical | Identifying and engaging the appropriate partners was challenging during the initial mobilisation period. | <ul style="list-style-type: none"> ● Targeting the appropriate organisations/individuals ● Honesty in the time commitment required ● ‘Less is more’ – a smaller no. of active members is better |
| Co-production works! | Task-focused groups co-producing the Action Plan worked – as measured by attendance, active participation and time commitment. | <ul style="list-style-type: none"> ● A continuation of themed task-focused groups in the Action Plan is an appropriate delivery model. |
| Structure – keep it simple | In hindsight, the VAP structure was overly complex, especially the inclusion of a Governance Group | <ul style="list-style-type: none"> ● Adopt a model based on a single Management Team and task-focused groups. ● The role of Chairs for task-focused groups is critical |
| Systems – keep it simple | Human Learning Systems was appealing to many at the outset, however it proved too complex for time-poor members of the VAP process. | <ul style="list-style-type: none"> ● Retain the spirit of system enquiry, but in a ‘light touch’ format. |



| Issue | Description | Implications for rollout |
|--|---|---|
| <p>Management support is key</p> | <p>Co-production is resource and time intensive. The inputs from Scottish Government and Volunteer Scotland were critical to the delivery of the Plan</p> | <ul style="list-style-type: none"> • Support for the implementation of a 10-year Action Plan needs proper planning and resourcing. • Which organisations should be involved? The requirement for a Programme Manager? |
| <p>Communications – the lifeblood of such initiatives</p> | <p>Communications within working groups, between groups and with the management team were considered effective.</p> | <ul style="list-style-type: none"> • Build upon the communications success in the launch and rollout phase. • Communications remit will be much wider regarding target audiences. |
| <p>‘Voice’ was missing in some key areas</p> | <p>There were gaps in key stakeholder groups: e.g. local authorities and volunteers</p> | <ul style="list-style-type: none"> • Give greater focus to the engagement process at the beginning of the rollout. |



Appendix 4: Participating Organisations and Agencies

The 'Plan' is co-owned and we'd like to thank individuals from stakeholder organisations, many of whom gave up their time over more than a year.

Five working groups consisting of cross-sector representatives were established as well as an overarching Governance Group chaired by Natalie Masterson, CEO, Stirlingshire Voluntary Enterprise.

The Working Groups were led as follows:

- Tricia Imrie, Impact Funding Partners, Chair of Working Group 1 - 'Lifelong Engagement'
- Selina Ross, West Dunbartonshire CVS (TSI), Chair of Working Group 2 - 'Policy Impact'
- Tamsin Ferrier, Volunteering Matters, Chair of Working Group 3 - 'Recognition and Celebration'
- Mandy Andrew, Health and Social Care Alliance Scotland, Chair of Working Group 4 - 'Places and Spaces'
- Janice Malone, NHS Healthcare Improvement Scotland, Chair of Working Group 5 - 'Inclusive Volunteering'

Governance Group members:

- Louise McGinty, Quarriers
- Calum Irving, Scottish Government
- Alan Stevenson, Volunteer Scotland
- David McNeill, SCVO
- Paul Reddish, Volunteering Matters
- Paula Meise, Scottish Charity Regulator
- Paul Okroj, Chest Heart & Stroke Scotland
- Rachel Cackett, Samaritans Scotland
- Jen Reston, Aberlour
- Mick Doyle, Scottish Community Development Centre
- Debbie Adams, The Conservation Volunteers
- Colin Lee, CEMVO
- Kim Atkinson, Scottish Sports Association (SSA)
- Gün Orgun, Scottish Refugee Council
- James Whyte, Sight Scotland
- Ian McLaughlan, formerly Youth Scotland
- Sarah Latto, formerly Shelter Scotland



Working Group participants:

- Caroline McKenna, Social Good Connect
- Beverley Francis, Volunteering Matters (Project Scotland)
- Petra Biberbach PAS - Planning Aid for Scotland
- Fleur Dijkman, PAS - Planning Aid for Scotland
- Kirsty Gemmell, CLD Standards Council
- Suzanne Macaulay, Volunteer Centre Western Isles
- Jill Keegan, outside the box
- George Eckton, Director of Advice Services, Citizens Advice Scotland
- Jenni Snell, Youth Links Scotland
- Eileen Cawley representing the Scottish Pensioners' Forum on Older People's Strategic Action Forum (OPSAF)
- Catriona Mason, Seniors Together South Lanarkshire (Scottish Older People's Assembly Trustee)
- Maureen O'Neill, Faith in Older People
- Stephen Penny, Lifelines Scotland (NHS Lothian)
- Charlie Wallace, Volunteering, Engagement and Programme Manager, Loch Lomond and the Trossachs National Park
- Mairi Allan, British Red Cross
- Linda Cummings, Scottish Government
- Catriona Maclean, Scottish Government
- Louise White, Scottish Government
- Paul Wilson, Volunteer Edinburgh
- Rosie Wylie, Historic Environment Scotland
- Alison Clyde, Generations Working Together
- Sarah Van Putten, Befriending Networks
- Alice McArdle formerly Voluntary Action South Ayrshire
- David Maxwell, Volunteer Glasgow
- Gregor Muir, Scottish Sports Association
- Elaine Crichton, Inspiring Scotland
- Naomi Mason, DTAS
- Kevin Kane, Youth Links Scotland
- Fiona Inglis, Impact Funding Partners
- Stacey-Ann Lindsay, Scottish Government
- Neil Bird, Trussell Trust
- Ruth Noble, outside the box
- Kirsty Struthers, Voluntary Action North Lanarkshire
- Tommy Seymour, Inspiring Scotland (Specialist Volunteer Network team)
- Ian Buchanan, Disability Equality Scotland
- Debbie Zima, Inspiring Scotland - intandem
- Abi Gardner, Nature Scot
- Diane Wilson, Impact Funding Partners



- Christine Ryder, outside the box
- Fiona Harvey, CHAS
- Sophie Bridger, Eden Project
- Marie Oliver, Voluntary Action South Ayrshire
- Douglas Guest, Home Start
- Mike Melvin, ACVO
- Mandy Burrell, Volunteering Matters
- Kirsten Urquhart, Young Scot
- Jim Duffy, Awards Network
- Diane Waugh, SupportED The Community Eating Disorder Charity
- Bella Kerr, Generations Working Together
- Audrey Gatt, Voluntary Action South Ayrshire
- Maureen Sier, Interfaith Scotland
- Ben Thurman, Carnegie UK
- Fiona Thomson, outside the box
- Marion Findlay, Volunteer Edinburgh
- Miriam Leighton, Volunteer Midlothian
- Malcolm Dingwall-Smith, sportscotland
- Jayne Stuart, ACOSVO
- Lorraine Toner, Volunteering and Citizenship Manager, Glasgow Life
- Irene Cree, Glasgow Life
- Neil Ritch, The National Lottery Community Fund
- Lori Hughes, PKAVS
- Sharon Douglas, Fife Council
- Tracey Passway, NHS Tayside
- James Fowlie, COSLA
- Emily Wallace, Corra Foundation
- Craig Tobin, Macmillan Service Manager (Lanarkshire)
- Claire Stevens, Voluntary Health Scotland
- Andrew Paterson, Scottish Community Development Centre (SCDC)
- Kerry Jardine, Scottish Government (Community Resilience)
- Kate Kilpatrick, Scottish Government Principal Researcher
- Catrina Steenberg, SG (LGBTI)
- Aqeel Ahmed, SG (Race Equality Policy)
- Margaret Stygal, Finance at Deaf Blind Scotland
- Brian Scott, Glasgow Disability Alliance
- Catriona Macleod, CVS Inverclyde
- Alison Matheson, NatureScot
- Hannah Bardett, DTAS
- Janine Stenhouse, Fife Voluntary Action
- Elaine Hill, Central Scotland Regional Equality Council (CSREC)
- Allan Lindsay, Young Scot



- Helen McCabe, CEMVO Scotland
- Laura Turney, Scottish Government
- Charly Anderson, Volunteer Borders
- Liz Wigelsworth, Head of Volunteering , Chest Heart Stroke Scotland
- Jayne Laidlaw, Equal Futures
- Chris Lau, Volunteer Centre Borders
- Leanne Mowat, Scottish Government (Young Person's Guarantee)
- Ralph Throp, Scottish Government (Community Resilience)

A management team with Volunteer Scotland driving the work and Scottish Government facilitating and supporting was also established to support this process.

- Alan Stevenson, Volunteer Scotland
- Margaret Starkie, Volunteer Scotland
- Adrian Murtagh, Volunteer Scotland
- Matthew Linning, Volunteer Scotland
- Calum Irving, Scottish Government
- Fiona Zapirain, Scottish Government
- Niall Kearney, Scottish Government
- Hilary Morrison, Scottish Government
- Hollie Whitfield, Scottish Government
- Ruth Hutton, Scottish Government

Also, the following team members of Volunteer Scotland provided support relating to evidence, supporting working groups, document content and design, and website design:

- Debbie Maltman, Volunteer Scotland
- Gemma Jackson, Volunteer Scotland
- Nicola Henderson, Volunteer Scotland
- Rosie Abernethy, Volunteer Scotland
- Sarah Latto, Volunteer Scotland



Appendix 5: Evidence Base

Evidence has been central to the systems’ methodology applied in the development of the Action Plan: see Appendix 6 which lists the range of evidence sources that have been drawn upon. There were also ‘Evidence Sessions’ held with four of the Outcome Working Groups:

- WG 1 – Lifelong engagement
- WG 3 – Recognition and Celebration
- WG 4 – Places and Spaces
- WG 5 – Inclusive Volunteering

Facilitated by Volunteer Scotland, the objective was to review the available evidence with the working group members for each theme. The table below gives the links to the PowerPoint slides, a summary of the evidence sources, and the videos for each of the hour-long sessions.

| | PowerPoint slides of the evidence | Summary of evidence sources | Video of the ‘Evidence Session’ |
|------------------------------------|-----------------------------------|-----------------------------|---------------------------------|
| Lifelong engagement | .ppt | .doc | .mp4 |
| Recognition and celebration | .ppt | .doc | .mp4 |
| Places and spaces | .ppt | .doc | .mp4 |
| Inclusive volunteering | .ppt | .doc | .mp4 |

In addition, for Working Group 2 on ‘Policy Influence’, there was a detailed review of the current policy landscape in Scotland, and an assessment of the extent to which the contribution of volunteering was reflected in the relevant policies.

It is important to highlight that the evidence used in the action planning process will also be a helpful resource to the task-focused groups responsible for the rollout of the Plan. It can contribute to the ongoing understanding of the systems involved, help in providing baseline information to inform the monitoring and evaluation of the Plan, and highlight key gaps in evidence - ‘what we don’t know’.



Appendix 6: References

- [Volunteering for All: Our National Framework](#) - Scottish Government (2019)
- [Literature Review to Inform the Development of Scotland's Volunteering Outcomes Framework: People, Communities and Places](#) - Rutherford, A., Bu, F., Dawson, A., McCall, V. (2019); University of Strathclyde
- [The Road to Recovery: Lessons learned from Scotland's volunteering response to COVID-19](#) - Volunteer Scotland (2022)
- [Understanding Volunteering Impact Measurement Practices Across Scotland - Children's Hospices Across Scotland and Volunteer Scotland](#) (2018)
- [Human Learning Systems: Public Services for the Real World](#) - Brogan, A. et al. (2021)
- [Game Over. Play Again? Complexity and Citizen Engagement in a Post-Social-Media World](#) - Snowdon, D. video
- [Development a national volunteer passporting scheme](#) - NCVO, blog (2021)
- [Connections and cross-sector working during coronavirus \(COVID-19\)](#) Sharp, C.; Research for Real (2021)
- [Scottish Third Sector Perspectives on volunteering during COVID-19: Survey Report](#) - Scottish Government (2022)
- [Digital Inclusion - guidance, resources and case studies](#) - SCVO website
- [Human. Learning. Systems](#) - a compilation of resources
- [Storm Arwen Review](#)- Scottish Government (2022)



Appendix 7: Media and permissions

Chest Heart & Stroke Scotland

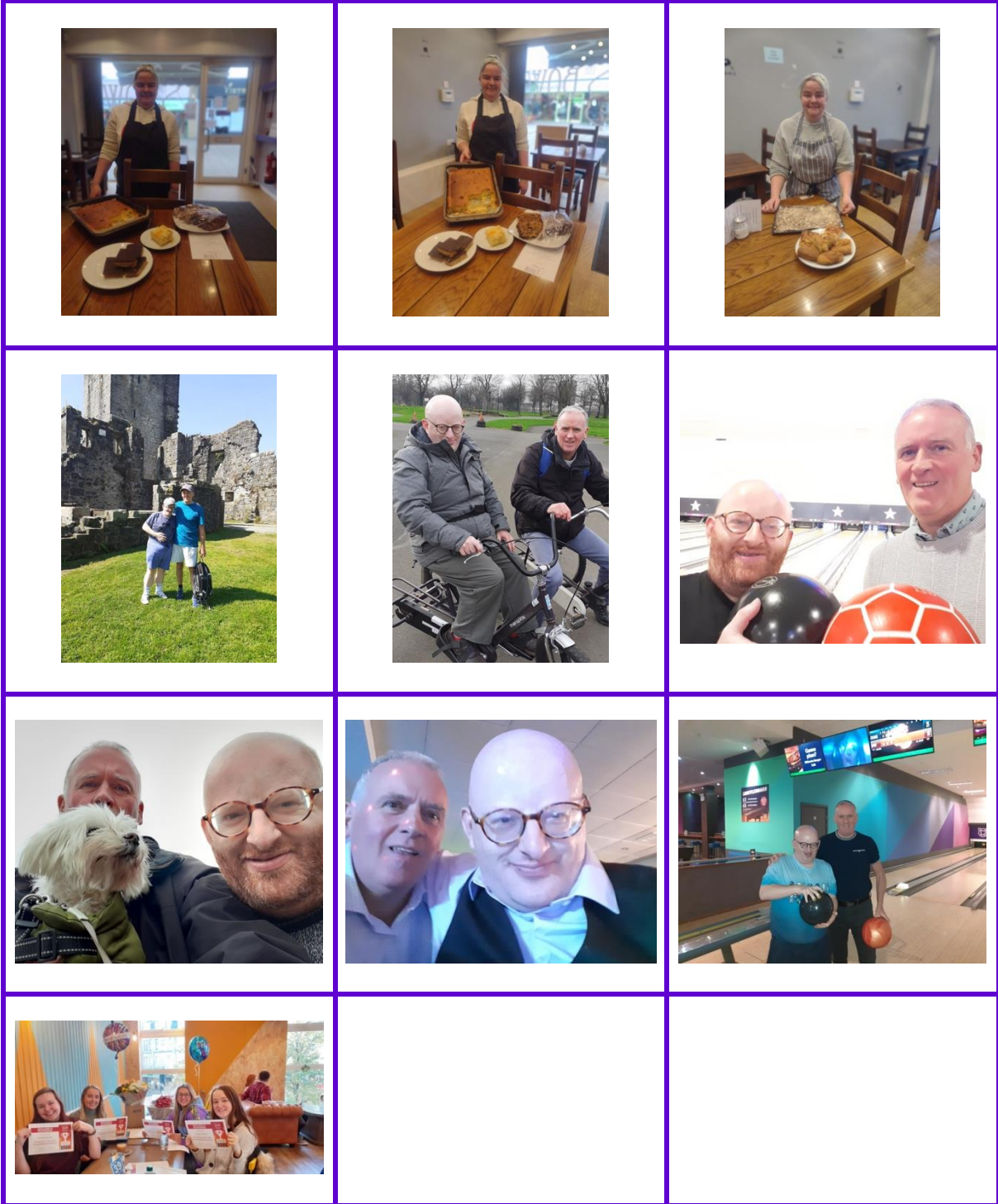
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Easthall Residents Association

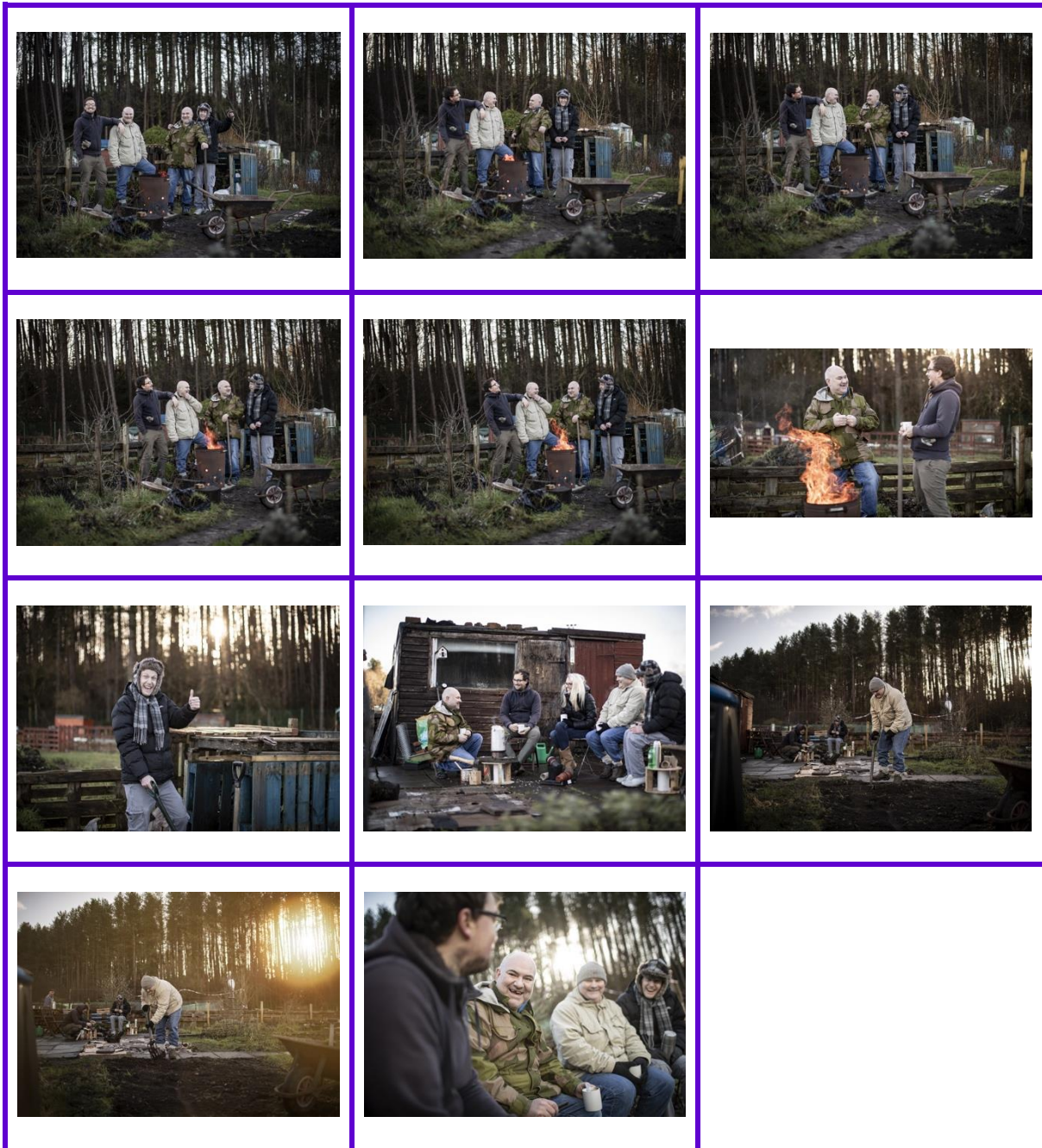
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Flourish House

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Any enquiries regarding this publication should be sent to us at

The Scottish Government
St Andrew's House
Edinburgh
EH1 3DG

ISBN: 978-1-80435-469-8 (web only)

Published by The Scottish Government, June 2022

Produced for The Scottish Government by APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA
PPDAS1090002 (06/22)

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