



BARKER  
LANGHAM

# LIVING WANDLE

Volunteer and Training Plan

FEBRUARY 2013

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# INTRODUCTION

The Living Wandle Landscape Partnership Scheme [LWLPS] is a cohesive partnership project, aiming to deliver a number of improvement projects, along the length of the Wandle. The partnership is made up of a group of public and voluntary sector organisations, with the aim of creating a long-term sustainable development strategy to deliver the diverse projects of the Living Wandle – as the foundation for its development as a Regional Park.

The partnership includes:

- London Borough of Wandsworth
- London Borough of Merton
- London Borough of Sutton
- London Borough of Croydon
- Natural England
- London Wildlife Trust
- National Trust
- Environment Agency
- Design for London
- English Heritage
- Sustrans
- Groundwork London
- Greater London Authority
- South London Partnerships
- Thames Water
- Wandle Festival
- Wandle Forum
- Wandle Trust.

Both the immediate and long-term needs of the project must be considered with regard to volunteering and training. The individual projects will benefit from volunteers supporting them in their growth and for some, getting the projects off the ground. In order to succeed in the long-term, projects will need to be wholly endorsed and supported by the local community, and volunteers will be key in both learning and participation for each project.

A significant part of the above vision for the Regional Park is engaging volunteers as a means of engendering the stewardship and ownership of the Wandle among the local community. There are currently over 600,000 people living within a 20 minute walk of the Wandle, and therefore there is great potential for volunteering along the river's length.

“  
We plan to have  
c.850 people active as  
part of the project

This volunteer and training plan will show and quantify where there is a demand for volunteering, and how this engagement will be programmed and managed over the duration of the project. Most importantly, this plan will illustrate how these volunteers are to receive training, either provided by partners or commissioned by external trainers. It is the intention of this project to ensure that in the coming years people volunteering in the Wandle will receive extra skills, gain improved social networks, improve employment possibilities and prospects, and gain confidence in themselves and their communities.

## Key Aims for the Living Wandle Landscape Partnership Scheme

The LWLPS has identified a number of key aims:

- Reconnect local people with the river
- Rediscover the significance of the river in an urban setting
- Enable people to engage with and celebrate the heritage, culture, landscape and biodiversity of the river
- Enable local communities to engage with the built and natural heritage and with each other; through recreation, participation, volunteering, training and education.

## Overall vision for Volunteering at Living Wandle Landscape Partnership Scheme

The Living Wandle aims to re-vitalise the Wandle as an identifiable, high quality asset to the communities of South London, through engagement with the natural and built heritage of the river. The project is grounded in best practice for volunteering and training, and sees the future of the Living Wandle Landscape Partnership Scheme as:

- A hub for local people and visitors to explore the Wandle
- An encouragement for people to participate across a number of different projects
- A major opportunity to collaborate with, and add value to, the community
- A showcase project for volunteering in a natural environment
- A way to engage groups that are hard to reach through volunteering activities.

This vision has been developed as a result of ongoing dialogue with organisations and people in the local area, and has very much been the guide for the creation of the volunteering aspect of the project, and its potential to be a London wide and national exemplar for volunteering.

## Training – Organisational Development During the Lifetime of the LWLPS and Beyond

The training of volunteers is an essential aspect for the successful development and delivery of the LWLPS vision. Through training, the partnership aims to:

- Undertake organisational development in order to strengthen the partnership and therefore the quality of delivery of projects with local communities
- Identify and engage priority audiences
- Encourage communities to participate in learning and interpretation activities
- Improve visitor information related to the Wandle
- Contribute to the sustainability strategy through raising local capacity
- Broaden local skills in order to preserve and interpret the local heritage.

The training aspect of this plan identifies the skills required for the delivery of the LWLPS and assesses whether those skills are currently available within the partnership and local communities and how any skill shortages will be met. High quality training and skills development will maximise the benefits received from the projects and ensure the scheme's sustainability over the longer term.

# CURRENT VOLUNTEER & TRAINING ACTIVITY

## Current Volunteering

In a survey of 89 organisations along the Wandle, 80% currently utilise volunteers within their organisation. The largest sector represented was environmental, including the National Trust, Sustrans, the Wandle Trust, Merton Tree Wardens, Marine Conservation Society, London Wildlife Trust, EcoLocal, Wandsworth Environment Forum, Croydon Natural History and Scientific Society, among others. However, there was also a strong representation of organisations that fell under other categories, including education, health, sport and social care, which demonstrates the wide spectrum of organisations that can be tapped into as part of the Regional Park development. These groups are just part of large number of organisations located along the river but provide a good indication for what volunteering roles exist, and what opportunities could arise in the future.

Of the 89 organisations, around 50% offered 21 or more volunteer opportunities throughout the course of the year. This compares to around 40% who used between 1-10 volunteers and 10% who use between 11 and 20 each year.

A number of community groups currently use the Wandle and volunteers for community events, such as river clean-ups by the Wandle Trust, or annual events such as the Wandle Valley Festival. Organisations such as the Wandle Trust, the National Trust, and the London Wildlife Trust already have dedicated volunteers and members (the Wandle Trust has a database of over 450 friends) who participate regularly in a number of activities along the river.

Looking at volunteer opportunities within the local area, a number of organisations currently provide volunteering roles for:

- Administration in non-profit organisations
- Youth work or play work in community organisations
- Communications across local council and non-profit groups
- Teaching or training for youth and volunteers
- Animal care and rescue at local animal shelters
- Sustainability
- Advice and support for other volunteers in the local community
- Campaigning for non-profit organisations and charities
- Sport, including football, tennis and horse-riding
- Maintenance or cleanup by environmental organisations, especially the Wandle Trust
- Health awareness and training
- Guiding of local areas, and youth group guides
- Gardening, fruit foraging and picking
- Food and cooking education and training by local groups
- Education across community organisations and groups
- Conservation, both environmental and practical, especially by the London Wildlife Trust
- Arts administration
- Events volunteering by many of the community groups for annual or seasonal events and activities

Many of the partner organisations in the LWLPS currently already run projects with broad membership numbers, with stakeholders, volunteers, advisors, and supporters. However, in looking at events and consultations during audience development in 2012, many of the more-deprived communities and minority groups are under-represented among the current volunteers and organisations.

There is also a wealth of local volunteering agencies in the Wandle that could be approached to aid the training and volunteering through the future of the project. Not only do they have strong databases to recruit and involve volunteers, they offer training for both individuals and organisations. In moving forward to the marketing and delivery of the projects these organisations will prove valuable in reaching out to wider audiences. These include:

- Volunteering Wandsworth
- Croydon Voluntary Action
- Volunteer Centre Merton
- Volunteer Centre Sutton
- Groundwork Volunteering
- British Trust for Conservation Volunteers



## Barriers to Involving People

Just as important as understanding the current volunteer and training activities in the Living Wandle Landscape Partnership Scheme is understanding what barriers, or perceived barriers, there are to volunteering. Compensating for and addressing these barriers as a part of the Living Wandle project development will be a vital part of increasing engagement in the area. One of the most significant barriers has been lack of information and knowledge of opportunities. It is hoped that with the Living Wandle as a closely-linked group of projects, there will be a means to link and publicise activities and volunteering opportunities, both existing and new.

In response to surveys and consultations by the organisations, the following barriers have been cited:

- Lack of communication or promotion to attract volunteers
- Lack of organisational capacity to manage volunteers
- Organisations feel they do not possess the skills or training to utilise volunteers
- Lack of staff time and resources to manage volunteers

There has also been extensive research in the audience development phase across the Wandle to identify among the local community their barriers for using the Wandle or volunteering with local organisations. Areas of the region, both geographically and socially, were identified where many of the people were not participating in existing groups or events and enquiries were made to identify particular barriers, as well as across the Wandle.

These groups consulted include the general public in some of the poorer areas (including Croydon and Hackbridge), the Merton Youth Partnership, African and African Caribbean Peoples advisory service in Croydon, the Arndale Community Project in Wandsworth, and the Merton Youth Awareness Programme. Barriers identified include:

- Lack of awareness about the river, especially for those who do live immediately on it
- Lack of awareness about community groups and planned activities
- Lack of projects and opportunities to volunteer
- BAME groups feel that it is not for them
- Young people feel a lack of things to do on the river

Each of these barriers must be addressed to create a greater number of Wandle users and volunteers across local organisations and events. The Wandle is located in one of the most diverse areas of suburban London and those using the river should reflect this diversity.

## Local Good Practice / Lessons Learnt

The Living Wandle Landscape Partnership Scheme has grown out of the need for more interest and participation with the Wandle. Feedback and survey responses have highlighted the fact there may be a range of volunteering opportunities currently available, but there is both the scope and interest in further activities and projects, hence the partnership. The LWLPS also intends to address each of the barriers identified, both by organisations and the local community, especially with regard to how the projects and the opportunities for participation will be marketed and communicated during the delivery phase.

The focus of this training plan is to ensure that the partnership projects break down barriers to training by understanding the needs of individuals. The Living Wandle scheme will particularly ensure that it recruits and retains individuals from key communities in the Wandle, so that workforce and volunteers reflect the demography of the area.

The needs expressed by people in the consultations can be summarised as follows:

- More learning about the river
- Useful activities which might up-skill people
- Better physical access to the river
- People want more information about history of the river
- Better safety on the river
- More creative activities, especially for young people
- Older people want more learning about nature and ecology of the river
- Better communications to all communities along the river

These needs have all been addressed in the projects to overcome barriers and make useful recommendations from the audience development phase of the project.



## Strategic Training and Development Needs of Partners

The engagement of the local community for both volunteering and participation is essential in moving the projects forward. There are a number of community engagement projects within the partnership that need to foster learning and engagement in a meaningful way to leave a legacy which can be built on for the future. These include Waddon Ponds, where volunteers could be trained in landscaping and river management, or Merton Priory, where volunteers could be trained in the actual restoration works and historic preservation. Each project has identified the training it will provide to volunteers, as well as training that would need to be obtained from an external source.

A variety of skills and experience will be required for the successful delivery of the partnership scheme. The LWLPS has a wealth of experience from a broad range of backgrounds through the development of its partners, management and groups including:

- Project management
- Training in river restoration
- Spotting and monitoring invasive species
- Training in pollution spotting and monitoring
- Training assistant directors and set designers
- Oral history training
- Education
- Community development

For the physical projects of the partnership, people need to be involved in a significant way so that the community can see how their needs are being taken into account in the development of these projects, otherwise the possibility arises that finished improvements and projects will become under-used and neglected.

Aside from standard training on offer for the project partners, there will be a need to develop staff based on the changing needs of the project as it progresses over the five years, from implementation and capital works, to lasting maintenance.

Training that will need to occur for the project delivery team includes:

- Volunteer recruitment and management
- Fundraising
- Monitoring and evaluation
- River health and safety training
- Sustainability
- Maintenance of physical assets along the river

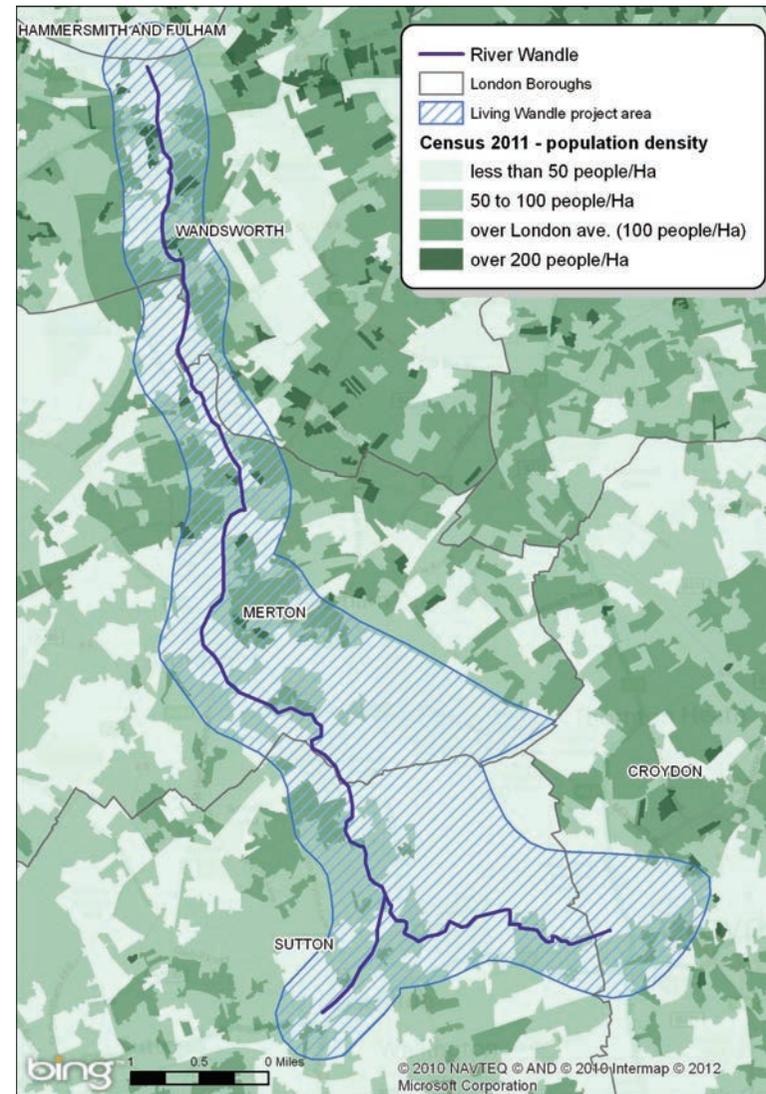
# NEW VOLUNTEER & TRAINING OPPORTUNITIES

Due to its urban location in south London, the Wandle has an extensive and diverse potential audience. The Landscape Partnership aims to introduce the Wandle to different communities and generations along its length, allowing them to explore its historic and modern roles. Many current organisations along the Wandle view this as an opportunity to network and collaborate with other local organisations, both within and outside their sector, to increase their combined capacity to manage volunteers.

## Profile of the Wandle

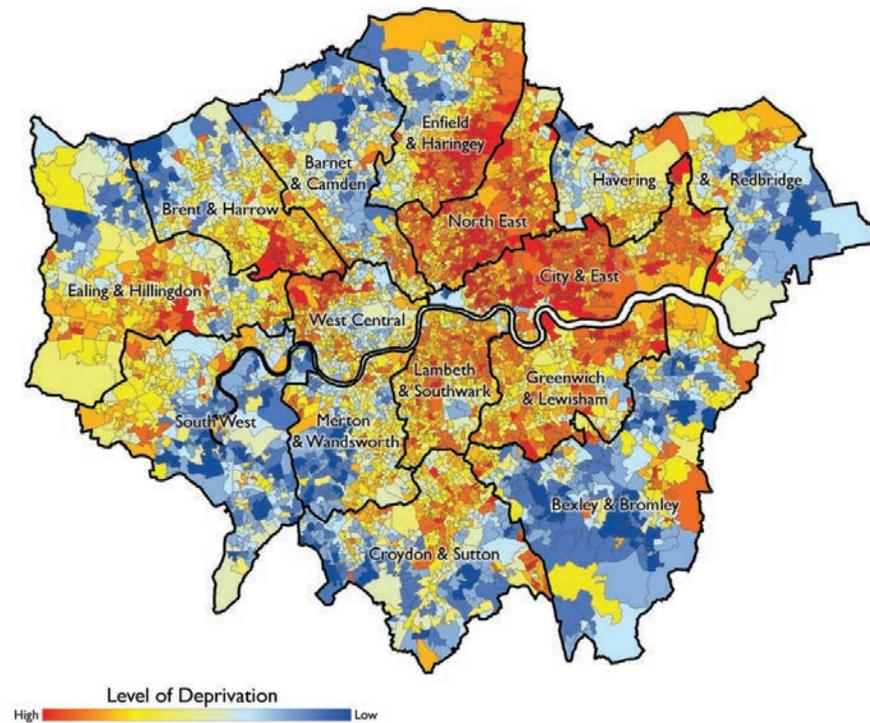
The Wandle Valley, measuring 837 hectares, is situated in the heart of south London with access to huge numbers of people. There are at least 600,000 people living within a 20 minute walk of the river itself, with good transport links across the city for visitors and tourists.

The river flows through four boroughs of London, the combined populations of which are over 1 million people. The recorded population densities range from 89 people per hectare in Wandsworth to 42 people per hectare in Croydon (bearing in mind that the average population density for the UK is 2.45 people per hectare.) This high number of people living close to the Wandle puts pressure on local facilities such as parks and open spaces, but also offers an enormous and diverse potential audience for the LWLPS.



Population density of the Wandle Valley. Source: Groundwork

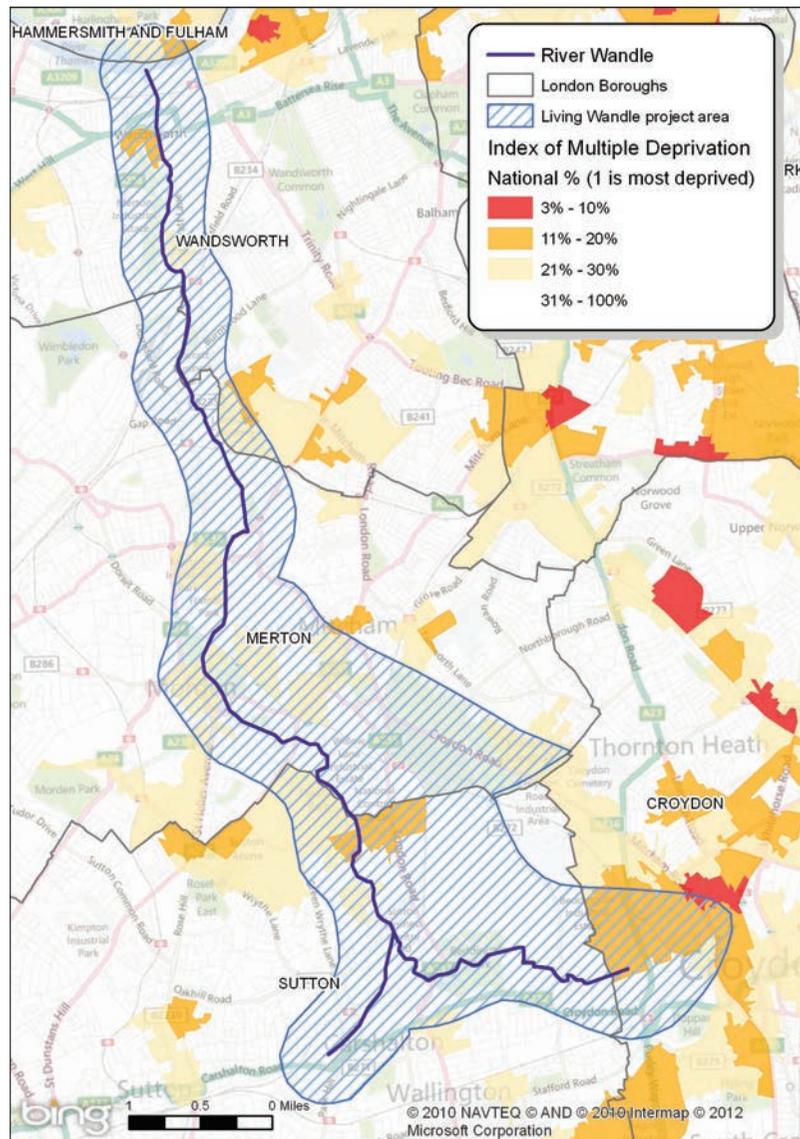
There are a number of housing estates within the Wandle Valley region that fall within the 10% most deprived in the country in relation to the living environment and income. Croydon and Wandsworth have the lowest levels of deprivation, ranked 125 and 144 respectively out of 354 local authorities nationwide (lowest indicating highest levels of deprivation). In 2012 Merton is ranked at 208 and Sutton 196. Within each London Borough there are pockets of higher deprivation, many of which fall within the Living Wandle project area. Deprivation and unemployment are issues that affect the daily lives of many residents living close to the Wandle, which is perhaps why the Wandle was identified as a Regeneration Corridor in the Mayor's London Plan.



London poverty mapped in 2012. High levels of deprivation are red and orange, low levels are blue.  
Source: Guardian

2011 Ethnicity Census Data, published December 2012 (Source: ONS)

Borough	Wandsworth	Merton	Sutton	Croydon	England & Wales
Total Population	306,995	199,693	190,146	363,378	56,100,000
White: British	53.3%	48.4%	70.9%	47.3%	80.5%
White: Irish	2.5%	2.2%	1.7%	1.5%	0.9%
White: Gypsy or Irish Traveller	0.1%	0.1%	0.1%	0.1%	0.1%
White: Other	15.5%	14.2%	5.9%	6.3%	4.4%
Mixed: White and Black Caribbean	1.5%	1.3%	1.2%	2.7%	0.8%
Mixed: White and Black African	0.7%	0.6%	0.4%	0.9%	0.3%
Mixed: White and Asian	1.3%	1.4%	1.2%	1.4%	0.6%
Mixed: Other	1.5%	1.3%	0.9%	1.6%	0.5%
Asian/Asian British: Indian	2.8%	4.1%	3.4%	6.8%	2.5%
Asian/Asian British: Pakistani	3.2%	3.7%	1.4%	3.0%	2.0%
Asian/Asian British: Bangladeshi	0.5%	1.1%	0.6%	0.7%	0.8%
Asian/Asian British: Chinese	1.2%	1.3%	1.2%	1.1%	0.7%
Asian/Asian British: Other	3.2%	7.9%	5.0%	4.8%	1.5%
Black/African/Caribbean/Black British: African	4.8%	5.2%	2.9%	8.0%	1.8%
Black/African/Caribbean/Black British: Caribbean	4.0%	4.1%	1.4%	8.6%	1.1%
Black/African/Caribbean/Black British: Other	1.8%	1.1%	0.5%	3.6%	0.5%
Other Ethnicity: Arab	0.8%	0.7%	0.5%	0.5%	0.4%
Other Ethnicity: Any Other	1.3%	1.2%	0.8%	1.3%	0.6%



The Wandle Valley, as shown from its demographics, is very ethnically diverse, more so than much of England and Wales. Rivers provide a focus for religion and celebration amongst many of these communities and this provides an opportunity to explore how the Wandle does and could contribute to the lives of these residents.

Index of Multiple Deprivation. Source: Groundwork

## Volunteer Opportunities

The potential volunteer roles can be roughly divided into several groups:

- Conservation
  - Historic building restoration
  - Habitat restoration
  - Habitat creation
  - River maintenance and management
- Research
  - Historic guiding
- Learning
  - Natural heritage guides
  - River guardians
  - Monitoring volunteers
  - Educators
  - Invasive species monitors
  - Fauna species monitors
  - Pollution monitors
  - Industrial heritage monitors
  - Education monitors
- Activities and events
  - Theatre volunteers
  - Artists
  - Performers and actors
  - Photographers
  - Pond dippers
  - Festival volunteers
- Engagement
  - Maintaining the completed/improved assets
  - Oral historians
  - Oral history recorders
  - Audio visual volunteers
  - Master anglers
  - Team leaders and trainers
- Work experience
  - Research and technical volunteers
  - Communications and media apprenticeships

One of the most important strands of the Living Wandle Landscape Partnership Scheme is the involvement and organisation of volunteers and participants in the scheme and all of the individual sub-projects.

## Training Opportunities

As part of the development of the Living Wandle Landscape Partnership Scheme projects, there will be numerous opportunities to engage volunteers in a range of training opportunities. Almost all local organisations currently using volunteers expressed interest in linking their volunteers to potential training. The interest focused on areas of training related to community engagement, habitat creation and management, invasive species management, as well as health and safety, media, and communications.

The training will support the four strands of projects for the scheme:

- Conserving and restoring
- Increasing community participation
- Access and learning
- Training and skills

A wide variety of skills and experience will also be required for the successful delivery of the partnership scheme and its projects. Some of this training might be provided in-house by one of the Living Wandle partners, and some might need to be bought in. The plan has identified the following training requirements:

- Historic construction and reclamation techniques
- Maintaining historic and ancient buildings
- Events enabling
- Tour guiding
- Habitat creation techniques
- Maintaining natural landscapes
- Habitat management
- Identification and control techniques for invasive species
- Health and safety, particularly related to rivers and wetlands
- Mapping or GIS
- Stage and theatre management
- Photography
- Oral history training
- Interviewing techniques
- Creative writing
- Cross-borough training for hard-to-reach communities
- Climate change awareness
- Accredited training

In addition to formal skills, there is a collection of individual skills among volunteers and staff which have not been formally documented or recognised. These include:

- Community engagement
- IT and communications
- Volunteer recruitment management

However, it should be noted that many of these skills have been self-taught or acquired through experience and many of those holding these skills would welcome the opportunity to develop them further or to formalise them through training.

# VOLUNTEER TARGETS

Projects in the Living Wandle Landscape Partnership	Description of Works	Volunteer Targets	Links to other LWLP projects	Links to Organisations
<b>A: Conserving and Restoring</b>				
Catchment Plan	Creating a vision and restoration plan for the Wandle with the local community and technical experts, safeguarding the future of the Wandle's natural heritage with community understanding and ownership. Three sub-projects will be identified and undertaken and delivered.	40 Volunteers over project, with at least 10 volunteers trained in surveying and river monitoring, and 30 volunteers are trained and involved in delivering a sub-project	Contribute to River Guardians, River Wandle Education Programme, Climate Change Awareness, Invasive Species Action Plan	Wandle Trust
Invasive Non-Native Species Action Plan	Spotting invasive species and reporting them, then monitoring the river, using pesticides	66 volunteers over course of project, with 6 volunteers to be trained in use of chemicals to treat invasive species after project end	Strong link to River Guardians, Catchment Plan	Wandle Trust, Wandle Landscape and Biodiversity Group (WLBG), Environment Agency, National Trust, Mitcham Common Conservators and London Wildlife Trust
Waddon Ponds	Transform the ponds to a naturalistic wetland park and provide access to nature for surrounding population. Volunteers will not be involved in physical delivery of projects, but encouraged to promote the value of the ponds	None specified	Links with Wandle Gateways Project	London Borough of Croydon Parks Service
Ravensbury Channel	Enhance Ravensbury Park by creating a channel and bank edge with plantings	6 volunteers at the end of the physical projects to help with plantings and learn maintenance after project finish	Links with Wandle Gateways Project	London Borough of Merton, Environment and Regeneration Department, Greenspaces Team, Wandle Trust and Friends of Ravensbury Park
Merton Priory Chapterhouse	To stabilise and preserve the remains of the Priory, and establish education and events centre	1 volunteer to train as apprentice in historic building techniques, and 3-6 volunteers to work as guides/curators after finish of physical works, and 4 volunteers to develop and sustain a Friends network	None specified	London Borough of Merton, Merton Priory Trust

Projects in the Living Wandle Landscape Partnership	Description of Works	Volunteer Targets	Links to other LWLP projects	Links to Organisations
<b>B: Increasing Community Participation</b>				
Wandle Flowing Through Time	Develop an oral history project to understand the meaning of the river to different communities, and then design interpretive materials for the community, and a web-portal for collection	6 volunteers trained as oral historians and involved for whole project, putting in 152 volunteer days	Links to Catchment Plan, Wandle Education Programme and Reflecting the Wandle	Groundwork London, Oral History Society, Volunteering Wandsworth, South Thames College, Roehampton University, All Saints Primary and West Hill Primary, Age UK Merton, and Age UK Wandsworth
River Celebration Event	To launch the Wandle and the projects to the local community and raise awareness	20 volunteers to help with the event and to man stalls along river to promote event	None specified	
Young Piscators	Provide fishing for young people along the Wandle, along with river education and conservation	4 long-term volunteers through the project, teaching fishing and good practice as well as child welfare	River Education Programme, invasive species action plan	Wandle Piscators, Wandle Trust, Angling Trust
River Guardians	Encourage local people to monitor their stretches of the river, especially pollution, maintenance, and reporting	450 volunteers, as 10 training workshops will be held and 45 volunteers to attend each	Links to Catchment Plan, Invasive Species Action Plan	Wandle Trust, Environment Agency, Thames Water
Social Landlords	Learn about the Wandle and projects and promote among the local community	8 social landlords will be educated in the Wandle and LWLP, and then 4 residents will become ambassadors to educate community	Links to Reflecting the Wandle, River Guardians, River Education Programme, Wandle Gateways	London Wildlife Trust, Peobody, Affinity Sutton, Circle 33 (Merton Priory) Amicus Horizon, Catalyst, London & Quadrant, Groundwork London
Discovering the Source of the Wandle	Engage with the history and heritage of the Wandle through research and outreach, and present findings through exhibitions, tours, and leaflets	20 volunteers to investigate archives, index documents and log information	Strong links to Wandle Flowing through Time, Climate Change Awareness, Catchment Plan, River Wandle Education Programme, Industrial Heritage Recording Project	Wandle Trust, London Borough of Sutton, London Borough of Croydon
Reflecting the Wandle	To raise awareness and celebrate the Wandle through performance art	4 volunteers to support the director to support a cast of 45 volunteer performers and set designers, as well as 20 volunteers to help with the event delivery	Links to Wandle Flowing through Time and Discovering the Source of the Wandle	Groundwork London, South Mitcham Community Association, The Friends of Phipps

Projects in the Living Wandle Landscape Partnership	Description of Works	Volunteer Targets	Links to other LWLP projects	Links to Organisations
<b>C: Access and Learning</b>				
Wandle Gateways Project	To improve access and announce entrances to the Wandle Valley at key locations along the River	20 volunteers to support tasks prior to capital works (vegetation clearance) and after (planting)	Links to Waddon Ponds and Social Landlords	Wandle Valley Regional Park Trust,
Morden Hall Boardwalk	Increase access to underused or derelict areas of Morden Hall Park	30 volunteers trained to help with physical works of the project (vegetation, landscape maintenance, etc.)	Links to Catchment Plan and Climate Change Awareness	Liberty School, Deen City Farm, Morden Hall Park Volunteers
River Education Programme	Develop educational material for schools, and engage children and young people with the local river	15 volunteers trained to help with education and supporting teachers for 'Wandle in the Class Room	Links to Catchment Plan, and Climate Change Awareness, Invasive Species Action Plan	Wandle Trust, National Trust Morden Hall Park, Honeywood Museum and Ecology Centre in Sutton, Thames Explorer Trust
Industrial Heritage Recording Project	Undertaking recording of industrial history along the Wandle and making it available to the community	12 volunteers trained to deliver the project, with 6 trained in A/V recording and 6 trained in digital mapping as well as photography, guiding and curating	Links to Wandle Flowing Through Time, Reflecting the Wandle and Merton Priory Chapter House	Wandle Industrial Museum, Merton Priory Trust, Museum of London
<b>D: Training and Skills</b>				
Training for Long-Term Maintenance	To be trained and upskilled in order to manage the Living Wandle after the end of the project years	3 coordinating staff and 20 volunteers will be trained in Year 4 to possess skills for the longevity of the projects and landscape	Links to Catchment Plan, Invasive Non-native Species Action Plan, Climate Change Awareness	Groundwork London, Greenspaces, Local Authorities
Climate Change Awareness	To be educated and make others aware of climate change adaptation in the Wandle Valley and then deliver a potential project	30 volunteers to be trained in climate change and help deliver project	Wandle Flowing Through Time, Reflecting the Wandle, catchment plan projects, ravensbury channel	Groundwork London

Total Volunteer Target = 834 Volunteers

## Target Audiences

The Living Wandle projects will develop their knowledge of local communities in order to create outreach and tailored methods of recruitment to the current demographics and types of volunteers. All the project partners will respond to overcome different ways in which audiences and specific hard-to-reach groups can be excluded from project activities. There is undoubted potential for expanding the audiences who visit the Wandle. Current usage is mainly confined to leisure activities such as walking, cycling and fishing, and the number of people who use the Wandle or participate in local organisations is disproportionate to the number of people who live along the river. There are also areas, social and geographic, that do not appear to currently use the Wandle or participate in local groups or activities. A number of target audiences have been identified for volunteering and training programmes along the Wandle.

The key audiences to engage:

### All people living within the Wandle Valley

Due to the size of the Wandle, the large numbers of people who live along the River are not reflected in its everyday use or events. The Wandle has the potential to be a focal point for this local community and be a significant destination in south London.

### Groups or individuals who are new to heritage and habitat projects

In spending leisure time with others, people tend to seek out social interaction as a means of relaxing and participating. For those who are unaware of the Wandle and the various projects located along it, there is potential for engaging new audiences who could use the river and events for interaction with friends, families and neighbours.

### Young adults

There are currently a number of youth groups, sports clubs, and community organisations aimed at young people in close proximity to the river but the Wandle is not being fully used for activities or learning by this section of the local community. These projects will work with twinning organisations to ensure that local organisations are involved with the river and events relating to it. There will also be potential training for young adults who would like learn new skills, gain NVQs or apprenticeships.

### Families

The 2011 Census for each of the four London Boroughs shows that a significant proportion of the population is aged 0-14 years, and three of the Boroughs have more than the London average percentage. There is scope for drawing larger number of children and families to the Wandle for community and family events and learning.

Borough	Wandsworth	Merton	Sutton	Croydon
Population	306,995	199,693	190,146	363,378
Percentage of population aged 0-14	15.9%	18%	18.6%	20.5%

### Schools

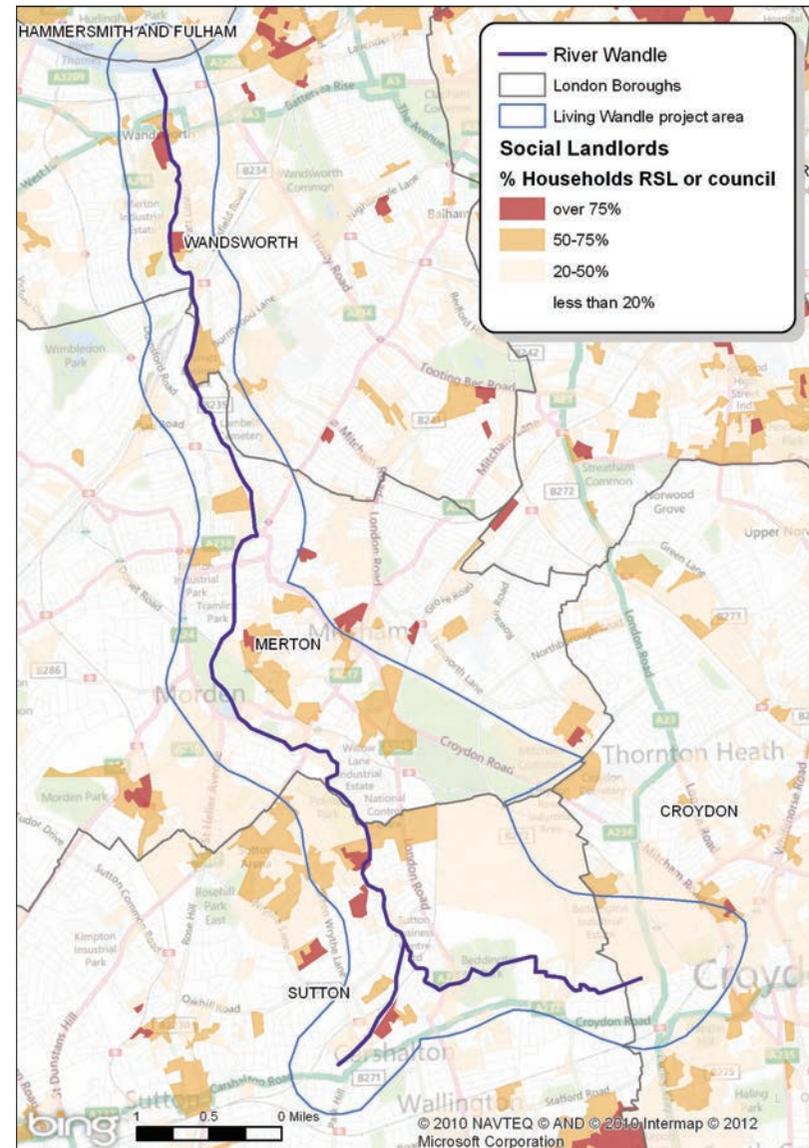
A significant number of nurseries and primary schools are located within walking distance of the Wandle, who might use the river for trips, activities, and education. A number are currently engaged in the 'Trout in the Classroom' project but there is scope to engage with more.

### Low income groups and those in housing estates

There are a number of housing estates located adjacent to the river, though often with their backs to it, and a sense of dislocation for the natural heritage next to them. Research compounds this disconnect between these communities and the river by suggesting that there is a strong correlation between economic and environmental deprivation. These low income groups will be directly addressed in one of the projects, where social landlords will be trained and take responsibility for local parts of the river and promote river awareness and participation in the other LWLPS projects.

### Ethnic minority communities

The demographics of the Wandle are diverse, much more so than the rest of England and Wales, but this diversity is not currently reflected in the users of the Wandle or its projects. Many of the current volunteers are mostly white and middle-class, and new groups should be encouraged to volunteer and gain new skills. The methods in which to reach hard-to-reach groups will be delivered across the project partnerships in a variety of ways but all include the need for more information and promotion of the Wandle.



Social housing along the Wandle. Source: Groundwork

# VOLUNTEER MANAGEMENT

## Recruitment and Marketing

In looking at where partners are delivering the projects and where their volunteers are coming from, we are able to compare this with areas of deprivation along the Wandle (using GIS mapping) to explore the potential for new volunteers.

We want to ensure that a diverse range of volunteers have the opportunity to get involved with volunteering activities at the Ground. To do this, we will utilise existing groups and networks with connections to the Wandle. Many of the existing organisations, including the Wandle Trust, National Trust, and London Wildlife Trust already have dedicated databases of volunteers but these projects will encourage volunteering from new audiences, through websites such as Doit.org and Volunteering England as well as local sites such as Volunteering Wandsworth.

Effective outreach to groups that do not traditionally take part in organised activities involves taking the activities to the community itself and drawing in new audiences in informal spaces such as libraries, churches, schools or shops.

Volunteering will also be promoted through:

- Local advertisement to key groups
- Newspaper and website coverage locally
- Local park notice boards
- Established links to volunteering organisations
- Informal contact with the community, perhaps via local council or Do-it website

The volunteers will be recruited and selected by creating fair and ethical recruitment procedures, with tailored job specifications and advertisements. Interview checklists and questions will be created before interviews to allow referees to select volunteers on an impartial basis whilst finding the most suitable people for each role.

Volunteers might also be encouraged to engage by offering opportunities to participate in project activities at different levels or for different periods of time. Activities and roles might also be tailored according to enquires and interests of target audiences, in order to overcome barrier to participation.

## Co-ordination

Within the partnership for the project, there is definite scope for a coordinator for the overall Volunteer and Training programme, possibly combined with the role of project managing the climate change awareness programme, the industrial heritage recording project, and also the cross-borough training for hard to reach groups'.

The volunteer and training roles will be set out so that each project will be aware of its target and allocation of budget for volunteers and their training.

## Training

The delivery of training to volunteers will occur through the following mechanisms:

- Use of internal resources to plan and deliver training courses for both staff and volunteers
- Development of specific courses
- Use of external trainers to deliver courses where required in-house skills are not available
- Placement on external training courses for any enhancement of skills not deliverable through other means

Lead responsibility for the delivery of the training will rest with the co-ordinator for volunteering and training. In order to ensure that training is effective and long-reaching over the length of the project, a range of skills will be delivered to both project partners and volunteers.

## Management of Volunteer Activities

The structure for delivering volunteering and training objectives, proposes a structure whereby an agreed level of volunteering and training co-ordination will be managed by the partners as set out in the Stage 1 HLF application. This will be supplemented with more access to the partnership by employing a member of the delivery team to co-ordinate and provide extra levels of volunteering, with associated training.

Volunteers need to be well managed, allowing volunteers to make a full contribution to organisations and projects, whilst developing their own skills and interests. The roles allocated to volunteers must allow for the volunteers' particular circumstances, needs and potential so that they feel they are making a contribution and are treated as a unique individual.

# VOLUNTEER & TRAINING ACTION PLAN

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>INDUCTION AND CROSS-PROJECT TRAINING</b>								
Staff Induction Induction to LWLP scheme, location and partners	Coordinator for training and volunteering, all new staff	Year 1	1 week	Informal – shadowing and mentoring	Project partners	StaffTime	StaffTime	New staff members fully inducted into the scheme
Health and Safety Awareness and Risk Assessments	Coordinator for training and volunteering, all new staff	Year 1	1 day	Session	Project partners	StaffTime	StaffTime	New staff members fully aware of LWLP policies, procedures and monitoring systems
Equality and Diversity	Coordinator for training and volunteering	Year 1	1 day	Session	Equality and Diversity UK	£650	£650	Partners and communities consider equality and diversity in the design of the projects
Disability and Equal Opportunities	Project partners, Coordinator for training and volunteering, all new staff	Year 1	1 day	Workshop	Equality and Diversity UK	£700	£700	All new staff will be aware of new changes made to 2010 policies, and implement correct legislation across projects
Child protection	Project partners, Coordinator for training and volunteering	Years 1, 2	1 day	Course	London CVS and Happy Ltd.	£575 for 15 course members	£1,150	Partners and coordinator are aware of legislation and responsibilities for child protection
Report Writing	Project partners, Coordinator for training and volunteering	Year 1	1 day	Workshop	Project partners	StaffTime	StaffTime	Coordinator will be trained in the function and process of report writing and be able to produce concise, effective reports
Volunteer Recruitment and Management	Project partners, Coordinator for training and volunteering	Years 1, 4	1 day	Course	Volunteering England	£500 for 15 course members	£1,000	Organisations can enhance their volunteer membership, and attract new people from a diverse community
Training Support Resource	Coordinator for training and volunteering	Year 1	1 day per month for 5 months	Workshop	Individual or consultancy, yet to be identified	£2,500	£2,500	To help coordinate and manage training and support the coordinator. (This could be an individual or a consultancy) training the trainers and helping deliver the first round training to staff and volunteers

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
Fundraising	All Project partners, especially smaller organisations	Years 1, 4	2 days	Course	Institute of Fundraising	£225 per person × 19 partners = £4,275	£8,550	Projects will be able to effectively fundraise for support. A second repeated course will refresh partners as project finishes, and trains any newcomers/staff
Interpretation Strategy	Project delivery team	Year 1	1 day	Session	Barker Langham	£500	£500	Delivery team members will be trained to create a strategy for projects
Managing Web Resources, Content Strategy and Delivery	Project delivery team	Year 1	1 day	In-house training	DRCC Corporate Communications	£450 per person × 10 = £4,500	£4,500	Delivery team will be skilled in managing resources and content that develops through the projects
Digital Archiving	Project delivery team	Year 1	1 day	Course	University of London	£100 per person × 19 partners = £1,900	£1,900	Delivery team will be skilled in digital preservation techniques
River safety training	Project delivery team	Year 1	1 day	Course	Project partners	Staff Time		Delivery team are skilled in river healthy and safety, procedures and emergencies
<b>Subtotal</b>						<b>£16,100</b>	<b>£21,450</b>	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>CONSERVING AND RESTORING</b>								
<b>Catchment Plan</b>								
Qualification in Construction Skills Certification Scheme	10 Staff and 10 volunteers	Years 1, 3	1 day	Test and application	CSCS	£50 per person for 20 people = £1,000	£2,000	Staff and volunteers safe to be on work/ building site, lasts for 3 years
River Restoration Techniques	50 Volunteers	Years 2, 4	1 day	Workshop	River Volunteer Support Officer	Staff Time	Staff Time	Increased knowledge and understanding amongst local community about river restoration
Wetland Habitat Training	10 Volunteers	Years 2, 3, 4	1 day	Course	Sussex Wildlife Trust	£38 per person x10 = £380	£1,140	Volunteers are trained in habitat creation and management with additional training over project years for volunteers and staff
Surveying the River	10 Volunteers	Year 2	4 days	Course	River Habitat Surveying at Environment Agency	£200 per person x10 = £2000	£2,000	Volunteers are experienced and skilled in river surveying techniques
River Monitoring	10 Volunteers	Year 2	1 day	Session	River Volunteer Support Officer	Staff Time	Staff Time	Volunteers are experienced and skilled in river monitoring
Designing River Restoration Work	10 Volunteers	Year 3	1 day	Session	River Volunteer Support Officer and Environment Agency	Staff Time	Staff Time	Understanding of what improvements required for river, volunteers up-skilled
River Restoration Delivery Project	30 Volunteers	Year 3	5 days	Session	River Volunteer Support Officer and Environment Agency	Staff Time	Staff Time	Improved biodiversity and enhanced resilience of the river
NPTC Combined Chainsaw Course	5 Volunteers	Years 1, 3	5 days	Course	Woodcraft School	£755 per person x5 = £3,775	£7,550	Volunteers trained in the safe use of chainsaws for river maintenance
Reed Bed Management Plan	Staff and 10 volunteers	Years 1, 3	1 day	Training Course	Richard Bullock, Barnes Wetland Centre	£500	£1,000	Staff and volunteers trained in reed-bed management
River safety training	Staff and all volunteers	Year 3	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
<b>Subtotal</b>						<b>£7,655</b>	<b>£13,690</b>	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>Invasive Species Action Plan</b>								
Invasive species identification and control techniques	20 Volunteers	Years 1, 2, 3	2-3 events per year	Session	Project Officer, Wandle Trust, Wandle Landscape and Biodiversity Group	Staff Time	Staff Time	Volunteers become skilled in identification, able to train others
Invasive species identification and control techniques for anglers	10 Volunteers/Anglers	Years 1,2,3	1 event per year	Session	Project Officer, Wandle Trust, Wandle Landscape and Biodiversity Group	Staff Time	Staff Time	Anglers and young anglers able to identify aquatic invertebrates
Training in safe use of pesticides on non-native invasive species	6 Volunteers	Years 1, 3	2 days	Short Course	Capel College	450 per person x6 = £2,700	£5,400	Successfully trained in pesticide preparation and application, current legislation, environmental safety
Training in eradicating invasive non-native species	20 Volunteers	Years 1,2,3	1 day	Session	Project Officer, Wandle Trust, Wandle Landscape and Biodiversity Group	Staff Time	Staff Time	Volunteers trained, and species controlled and/or eradicated
Mapping/GIS	6 Volunteers	Years 1,3	1 day	Course	Royal Geographical Society	£290 per person x6 = £1740	£3,480	All species are mapped and reported for future reference
River safety training	Staff and all volunteers	Years 1,2,3	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£4,440	£8,880
<b>Waddon Ponds</b>								
Reed Bed Management Plan	5 Volunteers	Year 1	1 day	Training Course	Richard Bullock, Barnes Wetland Centre	£500	£500	Staff and volunteers trained in reed-bed management
River safety training	Staff and all volunteers	Year 1	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£500	£500

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>Ravensbury Channel</b>								
Planting after completion of capital works	6 Volunteers	Year 2	2 days	Session	Project officer, Greenspaces	Staff Time	Staff Time	Volunteers involved in project delivery, participation
Vegetation maintenance	6 Volunteers	Year 2	2 days	Session	Project officer, Greenspaces	Staff Time	Staff Time	Volunteers trained and longevity of project works ensured
Reed Bed Management Plan	6 Volunteers	Years 2,3	1 day	Course	Richard Bullock, Barnes Wetland Centre	£500	£1,000	Section of Wandle maintained after finish of project, volunteers up-skilled, and additional training for newcomers and potential volunteers to maintain Ravensbury Channel
River safety training	Staff and all volunteers	Years 1,2,3	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£500	£1,000
<b>Merton Priory Chapterhouse</b>								
Repair of old buildings course	1 Volunteer	Year 1	5 days	Off-site course	Society for Protection of Ancient Buildings	£750	£750	Introduces historic conservation and repair techniques of best-practice
Historic construction and reclamation techniques	1 Volunteer	Year 2	Length of capital works: approx 5 months	Apprenticeship	Merton Priory Trust and Physical delivery contractor	Staff Time	Staff Time	An apprentice is up-skilled with transferrable skills, involved with physical works
Guiding and curating	3-6 Volunteers	Year 3	4 weeks of evening courses	Course	Central St. Martins, UAL	£310 per person × 6 = £1,860	£1,860	Volunteers trained in writing, budgets, fundraising and exhibition planning
						Subtotal	£2,610	£2,610

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>INCREASING COMMUNITY PARTICIPATION</b>								
<b>Wandle Flowing Through Time</b>								
Oral history training	6 Volunteers	Year 1	1 day	Course	Oral History Society	£113 per person × 6 = £678	£678	Volunteers trained in interviewing techniques, oral histories
Interviewing techniques	6 Volunteers	Year 1	1 day	Course	Groundwork	Staff Time	Staff Time	Volunteers and staff will be prepared to work across the community for oral histories
Research into history of the River Wandle	Staff and volunteers	Year 1	5 days	Workshop	Groundwork	Staff Time	Staff Time	Staff and volunteers made aware of the regional heritage
Interpretation and presentation of oral history	6 Volunteers	Year 1	1 day	Workshop	Groundwork	Staff Time	Staff Time	Local community input of the interpretation of oral histories
Design and planning of a celebratory event	6 Volunteers	Year 1	1 day	Session	Groundwork	Staff Time	Staff Time	Volunteers trained in event planning and communicating heritage of river
River safety training	6 Volunteers	Year 1	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£678	£678
<b>River Celebration Event</b>								
Event promotion	20 Volunteers	Year 1	1 day	Session	Wandle Valley Festival	Staff Time	Staff Time	Volunteers trained to help launch the projects, communications and events skills
Supporting river celebration events with event management and co-ordination	2 Staff and 1 Volunteer	Year 1	10 evening sessions	Course	City University	£350 per person × 3 people = £1050	£1,050	Staff equipped with skills to organise events, planning, budgets, health and safety
						Subtotal	£1,050	£1,050

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>Wandle Piscators</b>								
Youth Coaching	4 Volunteers	Years 1,2,3,4	9 days per year	Workshops	Wandle Piscators	Staff Time	Staff Time	Young people are trained in fishing and river conservation
Child Welfare Officer	1 Volunteer	Years 1	1 day	Workshops	SportsCoachUK	£300	£300	Volunteer is trained in correct policies and procedures for safeguarding children in sport
Level 1 Angling Coach	2 Volunteers	Year 1	2 days	Course	Angling Trust	220 per person x2 = £440	£440	Volunteers trained as assistant coaches for fishing activities with young people
Level 2 Angling Coach	2 Volunteers	Year 1	6 days	Course	Angling Trust	£440 per person x2 = £880	£880	Volunteers trained as independent coaches for fishing activities with young people
NPTC Combined Chainsaw Course	2 Volunteers	Year 1	5 days	Course	Woodcraft School	£755 per person x2 = £1510	£1,510	Volunteers trained in the safe use of chainsaws for river maintenance
Training in safe use of pesticides	2 Volunteers	Year 1, 3	2 days	Short Course	Capel College	£450 per person x2 = £900	£1,800	Volunteers trained in pesticide preparation and application, current legislation, environmental safety
First Aid Training	4 Staff and 2 Volunteers	Year 1	3 days	Course	St. John's Ambulance	£385 per person x6 = £2310	£2,310	Staff and volunteers trained in first aid and emergency procedures
Health and Safety Awareness and Risk Assessments	1 Staff and 1 Volunteer	Year 1	1 day	Course	Institute of Occupational Safety and Health (IOSH)	£170 per person x2 = £340	£340	Staff and volunteers are trained in health and safety legislation and risk assessments
River safety training	4 Volunteers	Years 1,2,3,4	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
<b>Subtotal</b>						<b>£6,680</b>	<b>£7,580</b>	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>River Guardians</b>								
Spotting/monitoring and reporting pollution	45 Volunteers over 10 events = 450 Volunteers	Years 1,2	10 days (2 in Year 1, 8 in Year 2)	Events	Catchment project officer; Wandle Trust	Staff Time	Staff Time	Volunteers are trained to recognise and report pollution
River clean-up supervision, health and safety	10 Volunteers	Years 1,2	1 day	Events	Catchment project officer; Wandle Trust	Staff Time	Staff Time	Volunteers upskilled to supervise other volunteers in maintenance
River safety training	4 Volunteers	Years 1,2,3,4	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£0	£0
<b>Social Landlords</b>								
River awareness	8 Social Landlords	Year 1	1 day	Walking the Wandle	London Wildlife Trust	Staff Time	Staff Time	Landlords have improved understanding of the river; identifying barriers to access
Housing Estate and Wandle Awareness	800 Estate Residents	Years 1,2	32 events	Resident engagement event/ workshop	London Wildlife Trust, Project Officer	Staff Time	Staff Time	Workshops engage residents and provide insight into awareness of and attitudes to the river by social housing residents
River guiding	8 Social Landlords	Years 1,2	8 days	Walking the Wandle	Social Landlords, London Wildlife Trust	Staff Time	Staff Time	Walks introduce 75 residents to the river and canvas perspectives
Mapping/GIS	2 Volunteers	Years 1,2	1 day	Course	Royal Geographical Society	£290 per person x2 = £580	£1,160	Existing mapping data supplemented and presented to Living Wandle Steering Group
River safety training	8 Social Landlords	Years 1,2	1 day	Course	Project Officer	Staff Time	Staff Time	Staff and volunteers are trained in river health and safety
						Subtotal	£580	£1,160

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>Discovering the Source of the Wandle</b>								
Archiving and cataloguing	20 Volunteers	Year 4	1 day	Session	Project officer; Wandle Trust, London Borough of Sutton	Staff Time	Staff Time	Volunteers trained to help deliver project with transferrable skills
Creating self-guided walks	20 Volunteers	Year 4	1 day	Workshop	Project officer; Wandle Trust, London Borough of Sutton	Staff Time	Staff Time	Increased understanding and enjoyment of local natural heritage for community
Subtotal						£0	£0	
<b>Reflecting the Wandle</b>								
Induction for volunteers, with health and safety	49 Volunteers	Year 2	1 day	Session	Community Project Officer; Director and Designer	Staff Time	Staff Time	Volunteers are aware of the project and LWLP scheme, connecting to the Wandle
Assistant theatre direction, set design and costume designer, and production and set management	4 Volunteers becoming trainees	Year 2	12 workshops	Session	Community Project Officer; Director and Designer	Staff Time	Staff Time	Volunteers trained and contribute to the development of the project
Subtotal						£0	£0	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>ACCESS AND LEARNING</b>								
<b>Wandle Gateway Project</b>								
Landscape maintenance and planting after capital works	20 Volunteers	Years 1, 4	2 days	Session	Project officer and Wandle Trust	StaffTime	StaffTime	Volunteers and local groups trained to maintain landscape after project's finish
Subtotal						£0	£0	
<b>Morden Hall Park Boardwalk</b>								
Vegetation and landscape maintenance	30 Volunteers	Year 2	5 Sessions	Series of work parties	Project Officer, National Trust	StaffTime	StaffTime	Active participation with the local community to reclaim unused area of the park, gaining skills
Nature training	5 Volunteers	Year 2	1 day	Session	Project Officer, National Trust	StaffTime	StaffTime	Volunteers are trained to lead sessions on nature for visitors to the park
Subtotal						£0	£0	
<b>River Education Programme</b>								
Classroom Education	15 Volunteers	Years 1,2,3,4	1 day for each school	Workshop	Catchment Project Officer, Education Officer and Wandle Trust	StaffTime	StaffTime	Strong ties with local community where children gain stewardship of the Wandle
Education on native river plants and animals	Local schoolchildren across four Boroughs	Years 2,3,4	1 day for each school	Sessions	Catchment Project Officer, Education Officer and Wandle Trust	StaffTime	StaffTime	Children educated in biodiversity and help to rear their own plants/animals
Environmental education on river processes	Local schoolchildren across four Boroughs	Years 2,3,4	1 day for each school	Sessions	Catchment Project Officer, Education Officer and Wandle Trust	Staff time	StaffTime	Children educated in environmental issues, made aware and connect with their local part of the Wandle
Subtotal						£0	£0	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>Industrial Heritage Recording Project</b>								
Audio visual recording training	6 Volunteers	Year 1	1 day	Course	Oral History Society and Project Officer	Staff Time	Staff Time	Volunteers are trained to record interviews and oral histories
Digital mapping	6 Volunteers	Year 1	1 day	Course	Royal Geographical Society and Project Officer	Staff Time	Staff Time	Volunteers trained to digitally record the history and heritage of the Wandle industry
Photography	3 Volunteers	Year 1	1 day	Course	Project Officer	Staff Time	Staff Time	Volunteers trained in photography for recording interviews, the Wandle and the region
Guiding and curating	3 Volunteers	Year 1	4 weeks of evening courses	Course	Central St. Martins, UAL and Project Officer	Staff Time	Staff Time	Volunteers trained in writing, budgets, fundraising and exhibition planning
Subtotal						£0	£0	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>TRAINING AND SKILLS</b>								
<b>Maintenance Training for Long-Term Maintenance</b>								
Volunteer Management	3 Staff	Year 4	1 day	Course	Volunteering England	£500	£500	Organisations can enhance their volunteer membership, and attract new people from a diverse community
Arboricultural Pruning	1 Staff and 10 Volunteers	Year 4	1 day	Course	Capel Manor College	£596 per person x11 = £6556	£6,556	Staff and volunteers trained in safe procedures for arboricultural pruning and tree maintenance
Garden Machinery and Tool Training and Maintenance	3 Staff and 20 Volunteers	Year 4	1/2 day	Course	Royal Horticultural Society	£30 per person x23 = £690	£690	Staff and volunteers trained in safe procedures for use of machinery in landscape maintenance
Grass Care and Repair	3 Staff and 20 Volunteers	Year 4	1 day	Course	Merrist Wood College	£70 per person x 23 = £1610	£1,610	Staff and volunteers trained in grass and ground maintenance
Weed Identification and Management	3 Staff and 20 Volunteers	Year 4	1 day	Course	Royal Horticultural Society	£30 per person x23 = £690	£690	Staff and volunteers trained in weed identification and long-term management
RHS Level 2 Certificate in Landscaping, garden planning, establishment and maintenance	1 Staff and 4 Volunteers	Year 4	Part time for 6 months	Course	Writtle College	£650 per person x6 = £3250	£3,250	Staff and volunteers are trained for a solid foundation in landscape maintenance and design, with transferrable skills
Level 1 Diploma in Landscaping and Horticulture	1 Volunteer/Apprentice	Year 4	3 days per week for 34 weeks	Course	Capel Manor College	£1,426	£1,426	Volunteer is trained and given skills to maintain Wandle and find employment
Reed bed management	3 Staff and 20 Volunteers	Year 4	1 day	Course	Richard Bullock, Barnes Wetland Centre	£500	£500	Staff and volunteers trained in reed-bed management
Maintenance and conservation of historic buildings	3 Staff and 10 Volunteers	Year 4	3 days	Course	West Dean College	£530 per person x13 = £6890	£6,890	Staff and volunteers trained to monitor, inspect and repair historic buildings

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
Wetland Habitat Training	10 Volunteers	Year 4	1 day	Course	Sussex Wildlife Trust	£38 per person x10 = £380	£380	Volunteers are trained in habitat creation and management with additional training over project years for volunteers and staff
River Science, monitoring and ecology	3 Volunteers	Year 4	3 weeks	Course	King's College London	£1815 per person x3 = £5445	£5,445	Volunteers are trained in water monitoring and quality as well as river ecology to apply to Wandle
River safety training	Staff and all volunteers	Years 1,2,3	1 day	Course	Project Officer	StaffTime	StaffTime	Staff and volunteers are trained in river health and safety
Subtotal						£27,937	£27,937	

Climate Change Awareness								
Audio visual recording training	6 Volunteers	Year 1	1 day	Course	Oral History Society and Project Officer	StaffTime	StaffTime	Volunteers are trained to record interviews and oral histories
Digital mapping	6 Volunteers	Year 1	1 day	Course	Royal Geographical Society and Project Officer	StaffTime	StaffTime	Volunteers trained to digitally record the history and heritage of the Wandle industry
Photography	3 Volunteers	Year 1	1 day	Course	Project Officer	StaffTime	StaffTime	Volunteers trained in photography for recording interviews, the Wandle and the region
Guiding and curating	3 Volunteers	Year 1	4 weeks of evening courses	Course	Central St. Martins, UAL and Project Officer	StaffTime	StaffTime	Volunteers trained in writing, budgets, fundraising and exhibition planning
Diploma in Landscaping	1 Volunteer	Year 1	2100 hours	Course	Garden Design Academy	£3,950	£3,950	Volunteer is trained and certified in landscape gardening to assist with physical deliver of project
Subtotal						£3,950	£3,950	

Training Need / Opportunity	Who and number to be trained	When	Length of Training	Type	Delivered by	Annual Cost	Cost of Project Lifespan	Outcome
<b>MONITORING AND EVALUATION</b>								
Monitoring and Evaluation								
Condition reporting and heritage impact assessments	Project Delivery Team	Years 1,2,3,4	1 day	Workshop	Project Delivery Team, Individual Project Officers	StaffTime	StaffTime	Projects are assessed each year in line with delivery
Market research, questionnaire development and survey design	Project Delivery Team	Years 1,2,3,4	1 day	Workshop	Project Delivery Team, Individual Project Officers	StaffTime	StaffTime	Projects are continually monitored for success and qualitative feedback from staff and volunteers
Training needs analysis carried out annually across the partnership	Project Delivery Team	Years 1,2,3,4	1 day	Session	Project Delivery Team, Individual Project Officers	StaffTime	StaffTime	Training for volunteers and staff provided as it becomes necessary
Overview of skills across the partnership produced	Project Delivery Team	Years 1,2,3,4	1 day	Session	Project Delivery Team, Individual Project Officers	StaffTime	StaffTime	Analysis of the impact of skills and training on the local community and projects
Training plan update	Project Delivery Team	Years 1,2,3,4	1 day	Workshop	Project Delivery Team, Individual Project Officers	StaffTime	StaffTime	Training plan always in line with current projects and refined to include or cut as required
						Subtotal	£0	£0

#### Total Cost Across Projects

		Annual Cost	Cost of Project Lifespan
	Overall Subtotal	£72,680	£90,485
Inflation	10% over 4 years of project lifespan		£9,049
Contingency	5% of Subtotal cost		£4,525
	<b>TOTAL</b>		<b>104,059</b>

# EVALUATION STRATEGIES

## Measuring Success

The success of the Living Wandle Landscape Partnership Scheme will be closely monitored in order to evaluate its success and that targets have been met as outlined in the development stage. Five key achievement indicators will be monitored:

- Annual training plans implemented for the LWLPS scheme staff
- Number of people involved in volunteer events
- Demographic information of volunteers
- Feedback from volunteers and staff
- Number of staff/volunteers attending training courses
- Number of schools and colleges involved in education projects linked to the river
- Projects implemented measured against predicted HLF project outcomes
- Reports from River Guardians and other partners

Alongside these indicators, qualitative information about the participants and the quality of the events and training provided can be captured through evaluation surveys. These will provide information about the participants, to ensure that target groups and hard-to-reach communities are able to access events, identify what was done well, what could be improved, and to gather suggestions for future programmes.

The training and volunteer plan should be reviewed annually to identify any new training needs that may develop and ensure that current needs are being met.

## Targets

There is an aim and target for the training of staff and volunteers to ensure that skills and resources needed to sustain projects and activities are in place. The aim to guarantee the longevity of the project after five years must be realised through a strong framework and co-ordination of volunteer activity along the whole of the Wandle, sustained by the Wandle Volunteers Programme with a supporting website, web-links, and newsletter updates.

The partnership is dedicated to the following:

- Recruiting volunteers from across the local community and providing them with the skills and training to enable them to have a sense of pride and ownership in the projects and enable its lasting success
- Integrating community engagement in project roles and volunteering with the support of the coordinator across the projects
- Providing whole-project support and opportunities for volunteers and staff to work together and share skill sets
- Taking part in whole-partnership training in equality and diversity, health and safety, disability awareness and equal opportunities, community engagement, working with young people, recruiting and managing volunteers, and communication with the public
- Working with local organisations and volunteering groups in close and equal partnership
- Meeting and sharing information to resolve common issues together (access, interpretation, sustainability)

## Review

Throughout the five years of the project there must be continuous communications among the project partners and their volunteers to ensure that the heritage, learning and participation aims of the HLF are consistently being met, and that the projects will remain sustainable in the long term, embedded with the local community in terms of participation and ownership.

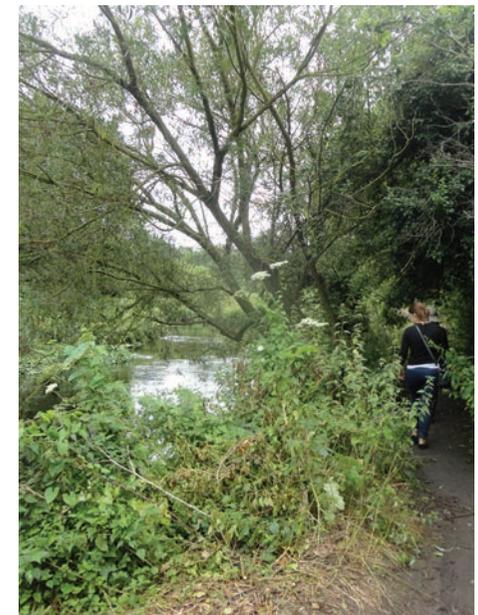
Measures of review to ensure the success of the project could include an annual review by all the project partners, with recommendations and changes for the following years. Priorities should be refined and changed based on performance, as well as continuing creativity and support for new initiatives and ideas for each of the projects. Target audiences should be attracted at all stages of the project, bringing in new audiences or communities through each year.



## Disseminating Results

The Living Wandle Landscape Partnership Scheme will benefit and succeed through best practice training and skills, ensuring the lasting success of the project through to the future. The Partnership will aim to share this best practice by:

- Communicating with partners and stakeholders
- Sharing feedback on activities with volunteers, staff, similar sites and local projects
- Keeping the local community informed through media, meetings, and attendance at community events



# APPENDIX: LIVING WANDLE VOLUNTEERING POLICY

## Vision for Volunteering

To make the Living Wandle Landscape Partnership Scheme and its activities available to a wider community of all ages, backgrounds and cultures, allowing them to gain new skills, experiences, and a greater sense of pride and connection with each of the projects.

Volunteering has a positive impact on communities, contributing towards lifelong learning, creating cohesion and respect, and providing a way in which people can enhance and take part in improving their own local environments. The vision for this volunteering plan has been developed through ongoing research and dialogue with organisations and stakeholders in the area, and will actively promote volunteering into the future.

The Living Wandle Landscape Partnership Scheme comprises a number of both physical and engagement projects, and working together they can share their skills and experiences to deliver the projects along the river corridor, creating a sustainable and inspirational benchmark for future improvements and conservation principles.

## Increasing Involvement and Participation

The aim of volunteering for the Living Wandle is to increase community activities and community involvement in the projects' management and maintenance. The engagement of an inspired audience and participants is fundamental to each of the projects. It is as much to do with developing skills, offering training and increasing involvement, as it is about the physical projects of the Living Wandle.

A broad and appropriate range of volunteering roles will be created to ensure that a diverse group of people are involved and properly integrated into the projects. A comprehensive range of creative and meaningful activities and events, held throughout the year and across a number of venues, will also increase the opportunity for the local community to participate in the Living Wandle projects and events. The volunteering programme will be monitored and evaluated annually to measure its success.

## Volunteering Activities

The volunteering activities will be driven by a co-ordinator for the overall Volunteer and Training programme, who will have overall responsibility for developing and delivering volunteering activities across the range of projects, based upon the detailed descriptions and costs in the Activity Plan. He / she will also have responsibility for ensuring the sustainability of the volunteering programme across the range of projects, including the Climate Change Awareness programme, the Industrial Heritage Recording project, and the Cross Borough Training for Hard-to-reach Groups. He / she will have experience of managing volunteers and ensuring the success of volunteering programmes. He / she will also have the ability to work in partnership with a range of individuals and organisations to promote and extend volunteering activities and potential.

## Induction

The volunteers, on entering a project or organisation should expect to undergo an induction, where they will learn about the organisation and its policies, including health and safety, problems and resources, and introductions to other staff and volunteers. The volunteer will also be able to understand their role's place within the organisation and who his/her leader or supervisor is, and how to contact them. It is also at this point that the volunteer might expect to undergo training needed to carry out their role. The exact nature of the training is dependent on the role, but basic training for any tasks should also be outlined.

## How we will Ensure Diversity

The Living Wandle Landscape Partnership Scheme is firmly committed to ensuring the diversity of its volunteers. All projects will operate an Equal Opportunities Policy in respect to both paid staff and volunteers, committed to making the volunteering activities accessible and attractive to all of the local community. The scheme is situated in the heart of one of the most diverse areas of London, and the people who use the space as well as volunteer for it should reflect this; a diverse group of volunteers will make the organisation more welcoming to, and representative of the local community. We believe that we can all learn and profit from a multiplicity of cultural influences and perspectives, and that diversity will make the scheme as a whole more effective.

We are committed to developing and maintaining our organisation in which differing ideas, abilities, backgrounds and needs are fostered and valued, and where those with diverse backgrounds and experiences are able to participate and contribute. A diverse group of volunteers will help create new ideas, fresh perspectives, and forge strong links to the community. We will regularly evaluate and monitor our progress towards diversity.



## Volunteer Agreement

The Volunteer Agreement is a document that clearly sets out the expectations for both the Living Wandle Landscape Partnership Scheme and its volunteers. It incorporates current good practice in managing volunteers, in line with the legal requirements. The following Volunteer Agreement is created along guidelines provided by Volunteering England.

### Volunteer Agreement

*'This volunteer agreement describes the arrangement between the Living Wandle Landscape Partnership Scheme and you. We wish to assure you of our appreciation of your volunteering with us and will do the best we can to make your volunteer experience with us both enjoyable and rewarding.'*

#### Part 1: The Organisation

*Your role as a volunteer is [explain the nature and components of the specific volunteering role] and starts on [date]. This volunteering role is designed to [state how the volunteering role will benefit the organisation].*

*You can expect the Living Wandle Landscape Partnership Scheme to:*

1. *Induction and Training*
  - a. *To provide a thorough induction on the work of the Living Wandle, its projects, its staff, your volunteering role, and the induction and/or training you need to meet the responsibilities of this role.*
2. *Supervision, support and flexibility*
  - a. *To explain the standards we expect for our services and to encourage and support you to achieve and maintain them.*
  - b. *To provide the co-ordinator for the Volunteer and Training Programme who will meet with you regularly to discuss your volunteering and any successes and problems;*
  - c. *To do our best to help you develop your volunteering role with us.*

3. *Expenses*
  - a. *To reimburse these expenses following:*
    - i. *Travel to and from home to the Living Wandle project location and during your work. This includes public transport for London Zones 1-5 or petrol reimbursement for those driving.*
    - ii. *Meal expenses to a maximum of £5. Note: Expenses should be incurred through volunteering so to be eligible you should volunteer for at least for 6 to 8 hours a day.*
  - b. *Please keep all of your receipts to give to us when we reimburse your expenses.*
4. *Health and Safety*
  - a. *To provide adequate training and feedback in support of our health and safety policy.*
5. *Insurance*
  - a. *To provide adequate insurance cover for volunteers whilst carrying out their volunteering roles which have been approved and authorised by us.*
6. *Equal Opportunities*
  - a. *To ensure that all volunteers are dealt with in accordance with national equal opportunities policy.*
7. *Problems*
  - a. *To try to resolve fairly any problems, complaints and difficulties you may have while you volunteer with us;*
  - b. *In the event of an unresolved problem, to offer an opportunity to discuss the issues in accordance with the procedures set out in the Volunteer Handbook.*

## *Part 2: The Volunteer*

*We, the Living Wandle Landscape Partnership Scheme, expect you:*

- 1. To help the Living Wandle Landscape Partnership Scheme [project] fulfil its [describe the specific role/function/services which the volunteer will be helping with];*
- 2. To perform your volunteering role to the best of your ability;*
- 3. To follow the organisation's procedures and standards, including health and safety and equality opportunities, in relation to its staff, volunteers, and clients;*
- 4. To meet the time commitments and standards which have been mutually agreed to and to give reasonable notice so other arrangements can be made when this is not possible;*

*This agreement is binding in honour only, is not intended to be a legally binding contract between us and may be cancelled at any time at the discretion of either party. Neither of us intends any employment relationship to be created either now or at any time in the future.'*



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