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VOLUNTEER POLICY/HANDBOOK TOOLKIT

Why A ‘Toolkit’? - A General Introduction

In September 2000 West Midlands Regional Museums Council held a ‘Takes Issue’ day about Volunteers. A number of issues arose on the day including the difficulty of writing a Volunteer Policy. This ‘Toolkit’ has been written to address this issue.

The purpose of the ‘Toolkit’ is twofold:

- **To provide a framework Volunteer Policy that can be easily tailored to suit your organisation.**
- **To provide the basis of an information bank which, with the addition of a volunteer policy, could form a Volunteer Handbook.**

We have provided the toolkit in two formats: a paper-based version and an electronic version on the attached floppy disk. Both versions contain the following:

- The sample volunteer policy – ready to be worked into an individual Volunteer Policy for your organisation.
- Sample volunteer application forms, agreements, charter and grievance procedure – which can be changed to suit the user.
- Questionnaires for use in the consultation process with volunteer staff, paid staff and service users whilst developing the volunteer policy, which can be altered to suit the user.

A full explanation of the policy development tool is contained in the introduction.

Developing a Volunteer Handbook

Once your Volunteer Policy has been developed, you might consider developing a Volunteer Handbook. Here are a few suggestions of what the Handbook should contain:

- Information about the organisation itself, its mission statement, management and staff structures, roles and responsibilities.
- Decision making processes and how individuals can become involved with this.
- Organisational policy and procedures e.g. Acquisition and Disposal, Access, Education, Disciplinary, Health & Safety etc. any policies and procedures which may have a direct impact on the volunteer or the organisation.
- Any benefits there are for volunteering for the organisation such as social activities, free membership of Friends organisations, expenses etc.

- Opportunities for training including the latest Training and Development Programme from the WMRMC.
- A detailed induction programme, of which the handbook could form part.

You may decide to keep one handbook relating to volunteer specific policy and procedures and create a second handbook containing more general policy and procedural information, which may be accessed by all staff.

If you attract volunteers from a wide range of backgrounds and circumstances you may wish to reflect this in your handbook by producing different language versions and by offering the opportunity to those looking for *real* work experience, such as unemployed people, to participate in the staff appraisal scheme.

Evaluation

In order for WMRMC to evaluate the effectiveness of the 'Toolkit', we would appreciate the completion of the enclosed evaluation form once you have worked through each of the sections. Please return it to Mark Hinsley in the pre-paid envelope provided.

INTRODUCTION: Using this Toolkit

Advantages of a Policy and Procedures on Volunteers

Whether your organisation has been working with volunteers for years, finds it has taken on volunteers without noticing, or is planning to involve volunteers for the first time, it is well worthwhile developing a policy and procedures on volunteering. Volunteers are an important resource and help to fulfil the aims of your organisation. A policy framework helps to ensure that they remain a reliable, effective and valued resource.

A policy and procedures on volunteers in voluntary organisations has different audiences: volunteers, paid staff, management committees, funders, and the wider public. Ideally it should be a short, user-friendly document. The thinking that will be required to produce a policy will, however, be substantial.

Using the sample policy and procedures in this Toolkit will help to ensure that your organisation involves volunteers for the right reasons to do the right things.

Users of this Toolkit:

- All voluntary organisations who are interested in developing a policy and procedures on volunteers.
- For all voluntary organisations irrespective of size, experience, level of income, number of volunteers etc.
- Voluntary organisations that have either paid staff or are organised and managed entirely by volunteers.
- Members of voluntary management committees and boards of directors of voluntary organisations.
- All those interested in the principles and standards of good practice in relation to engaging volunteers.

Definitions of Key Terms

Volunteer

For the purpose of this policy and procedures on volunteers, a volunteer is understood to be a person who does voluntary work.

Voluntary Work

This is organised work undertaken for the benefit of others beyond immediate family and friends and/or for the benefit of the community or the environment, as well as for self. It is undertaken by choice and it is unpaid.

Volunteering

Volunteering is in itself an essential social or public good, vital for a living democracy. It is an important social phenomenon, central to active citizenship. It is one of the key ways in which citizens of all ages and from all sectors of society become involved in the life of their community and society, and can work together to change and improve it, and to seek to prevent change which they see as unwelcome or undesirable.

Voluntary Organisations

Voluntary organisations are non-profit distributing, non-statutory, autonomous bodies, which may also be registered as charitable. They include a wide range of organisations and interests including community organisations. Differences among voluntary organisations may be in the degree of emphasis given to service provision and advocacy; the type of organisation and its legal status; sources of funding; geographical focus; and the timescales of operation.

Range of Organisations and Volunteers

Organisations

West Midlands Regional Museums Council recognises that the needs, priorities, timescales and even languages of voluntary organisations within the sector, differ so greatly that it is unlikely that one policy will suit everyone.

Volunteers

West Midlands Regional Museums Council also recognises that there are many different kinds of volunteers including those who are:

- members of voluntary Management Committees and Boards of Directors of voluntary organisations
- recruited to be involved in the delivery of direct services to the public, curatorial roles and in the day to day management and running of organisations

This toolkit applies to all organisations that have any input from volunteers.

Developing a Policy and Procedures

Deciding on Developing a Policy and Procedures

West Midlands Regional Museums Council acknowledges that it may be more appropriate and/or difficult for some organisations than others to develop a policy and procedures on volunteers. Your policy will need to be more or less formal and reflect your organisation's culture and the kinds of volunteers it has. Precisely when each organisation decides to develop its policy is up to itself, West Midlands Regional Museums Council will be happy to provide you with help in making decisions on developing a policy and procedures.

Developing Your Policy

Once you have decided that you need a policy and procedures on volunteers this toolkit will help you with the task of developing them. It presents a comprehensive example of a policy and procedures on volunteers, which is most suited to larger more-established voluntary organisations, it can however be carefully selected from to achieve a policy for any organisation at any state of its development.

Budgetary Implications

Involving volunteers in your organisation may not be cost-free. Developing a policy on volunteers has financial implications, which need to be taken into account from the outset. Many of the statements of principle in this sample policy may only be able to be implemented subject to available resources. However, allocating adequate resources will help not only to attract the best possible volunteers but will also assist in their retention and the effectiveness of your volunteer programme.

Support from West Midlands Regional Museums Council

West Midlands Regional Museums Council will be pleased to offer you further advice and support in developing your policy and procedures on volunteers.

Uses of the Toolkit's Contents

Part 1

Part 1 suggests steps for drawing up a policy and procedures on volunteers.

Part 2

Part 2 provides a comprehensive sample policy and procedures on volunteers that can be adapted to your own situation. It includes statements on:

- the role and value of volunteers
- volunteer recruitment and selection
- support for volunteers
- out-of-pocket expenses for volunteers
- insurance for volunteers
- training of volunteers
- rights and responsibilities of volunteers
- expectations of the organisation
- relationship with paid staff
- contracts and service agreements
- employer supported volunteering
- local volunteering sector
- involvement of volunteers in consultation and decision-making processes
- grievance, disciplinary and complaints procedures
- references for volunteers
- holidays and other breaks
- equal opportunities
- health and safety
- monitoring and evaluation
- responsibility for policy and procedures.

You can use all of these statements or only some of them depending on your organisation and its needs. For example, you may wish to include in your policy and procedures document a statement on training but not one on references for volunteers. West Midlands Regional Museums Council will provide you with any assistance you require to help you to decide which statements are the most appropriate.

Part 2: Sample Policy and Procedures on Volunteers

2. Introduction

- 2.1 The aim of this organisation (name) is to: *help improve the quality of life of people who are socially excluded in our community* (Italics are used throughout Part 2 to indicate sections of the policy that you complete as appropriate to your organisation).
- 2.2 In this organisation (name) *volunteers are a major resource and make a vital contribution to our aim outlined above. We intend to encourage, develop and support volunteer involvement in our work in which volunteers are already important stakeholders. In doing so we recognise that the roles of volunteers will complement and not replace the roles of paid staff*
- 2.3 The time, energy and skills offered by our volunteers benefits our work and help us to achieve our aims. Experience has shown that volunteering also brings benefits to volunteers themselves and to those with whom they work.
- 2.4 In this organisation (name) *a volunteer is understood to be a person who does voluntary work on our behalf. It is undertaken by choice and it is unpaid. This organisation (name) undertakes to organise it effectively.*
- 2.5 In this organisation (name) *volunteers serve on our management committees and help with the delivery of our services. Volunteers are also involved in many other aspects of our work including, for example, our schools education programme and preventative conservation work with our collections.*
- 2.6 This organisation (name) *believes that our relationship with our volunteers is one of mutual responsibility and commitment, within which this organisation (name) and our volunteers both have rights and responsibilities. We hope that volunteers will enjoy their involvement and gain from it in terms of their own personal objectives.*

3. Purpose and Advantages of Policy and Procedures on Volunteers

- 3.1 This organisation's (name) purpose in adopting this policy is to:
- highlight and acknowledge the value of the contribution made by volunteers
 - reflect the purpose, values, standards and strategies of this organisation (name) in its involvement of volunteers
 - recognise the respective roles, rights and responsibilities of volunteers and this organisation (name)
 - confirm this organisation's (name) commitment to involving volunteers in its work
 - establish clear principles for the involvement of volunteers
 - clarify the roles of volunteers and address the relation between volunteers, those who engage them and those who receive their services
 - commit the organisation (name) to take account of the interests of those who

benefit from the work of our volunteers

- help to ensure the ongoing quality of both the volunteering opportunities on offer and the work carried out by our volunteers
- acknowledge the current areas of volunteer involvement.

3.2 The advantages of this policy are:

- it provides a basis for the expansion, if required, of volunteer involvement
- it sees volunteer involvement not as a cheap alternative to paid staff, but as a valuable way of extending and adding choice to our members and customers and as a resource which we cannot afford to lose
- it gives a framework for recruiting and supporting volunteers including people from under-represented groups such as young people, people with a disability, older people, and people from black and minority ethnic communities
- it commits the organisation (name) to identify and adequately meet the financial and personnel costs of the volunteer programme and to support volunteering through funding and other forms of help.

4. Statement of Principles of Good Practice

4.1 General

In involving volunteers we will be guided by the following principles of good practice:

- the tasks to be performed by volunteers will be clearly defined, so that all concerned with their activities are sure of their respective roles and responsibilities
- the organisation will keep records of the work done by volunteers as a basis for monitoring, and volunteers will have access to their records
- volunteering opportunities will complement rather than replace the work of paid staff
- opportunities will be given for volunteers to represent their views to this organisation (name)
- all existing and future policies will be checked as to how they affect volunteers
- a mechanism will be established by which the policy and procedures on volunteers can be monitored and reviewed

4.2 Recruitment and Selection

- This organisation's (name) *equal opportunities statement will be adhered to when recruiting and selecting volunteers.*
- *To ensure that all volunteering opportunities are widely accessible they will be promoted appropriately in accord with our written method for recruiting*

volunteers. Such promotion will specify the task to be undertaken and will draw

attention to the benefits and experience to be gained from participation in volunteering.

- *Volunteers will be required to complete a volunteer's application/registration form (see Appendix V for sample form).*
- *Written task descriptions will delineate time, commitment, necessary skills and actual duties.*
- *Volunteers will be placed in accordance with our written volunteer selection procedures.*
- *The procedures and standards laid down in VDS~ "Protecting Children" will be followed when selecting volunteers who are to work with children, young people and other vulnerable groups*
- *We will request references for volunteers where this is seen to be appropriate.*
- *People who offer to volunteer will have their offers dealt with as quickly as possible.*
- *We will regularly review the way in which potential volunteers can make contact with us.*
- *Placements will match the volunteers skills, talents and interests with the voluntary work to be carried out.*
- *Once placed, we will expect volunteers to comply with existing policies and procedures.*

4.3 Support for Volunteers

- *This organisation (name) will invest financial and personnel resources for the management of volunteers.*
- *Where appropriate, we will provide an induction period and a review session for volunteers to assess the progress of their placements and to resolve any problems at an early stage.*
- *We will provide funding for the payment of volunteers' expenses. Volunteers will be given clear information about what expenses can be claimed and how to make a claim.*
- *This organisation (name) has written procedures for the insurance of its volunteers (see appropriate file on volunteers' insurance).*
- *Volunteers will be given information on other legislation or policies which may affect them e.g. Health and Safety and Equal Opportunities. In these respects volunteers will be treated in the same way as paid staff for liability purposes.*
- *All volunteers will be offered appropriate access to support and supervision on a regular basis, with a named support worker, and will be informed who to contact in an emergency.*

- *All volunteers will be offered access to appropriate training to enable them to develop their capabilities and personal competence appropriate to their volunteering role.*
- *Opportunities will be provided for changing and/or upgrading volunteer responsibilities as desired by the volunteer and appropriate to the organisation's (name) needs.*
- *Volunteers will be encouraged to provide each other with mutual support.*
- *Volunteers will be made aware of the organisation's complaint, grievance and disciplinary procedures, and of who to contact if they have a grievance about any aspect of their work.*
- *A designated person will be assigned responsibility for dealing with complaints about a volunteers' conduct in accordance with the general procedures of the organisation (name).*

4.4 Volunteers on Management Committee/Board of Directors

To support its Committee/Board Members this organisation (name) will provide:

- an induction on the role and responsibilities of the Committee/Board Members and the work of the organisation
- opportunities to meet with staff members of their choice
- written information and reports in good time on matters related to the governance of the organisation, the organisation's constitution/Memorandum and Articles of Association, and other relevant areas of legislation.

4.5 Rights and Responsibilities of Volunteers

4.5.1 In engaging volunteers, we recognise the rights of volunteers to:

- know what is expected of them and to be given clear information and an induction into the organisation
- have clearly specified lines of support and supervision
- be shown appreciation
- have safe working conditions
- be insured
- know what their rights and responsibilities are if something goes wrong
- be paid out of pocket expenses

- be trained and receive ongoing opportunities for learning and development
- be free from discrimination
- experience personal development through their participation as volunteers
- ask for a reference
- be consulted on decisions that will affect what they do
- withdraw from voluntary work

4.5.2 We expect that volunteers will:

- carry out their tasks in a way which corresponds to the aims and values of this organisation (name)
- work within agreed guidelines and remits
- be reliable
- respect confidentiality
- attend training and support sessions where agreed.

4.6 Relationship with Paid Staff

- Steps will be taken to ensure that paid staff at all levels are clear about the role of our volunteers, and that good working relationships are fostered between paid staff and volunteers.
- The roles of volunteers and paid staff will be complementary and mutually supportive.
- If appropriate, consultation arrangements with Trade Unions will be clearly established.
- Appropriate training, support and resources will be provided for all those who work alongside volunteers and for those who have a managerial role in relation to volunteers.
- Volunteers will also be given clear information about the roles undertaken by paid staff and their value to this organisation (name).
- Consideration will be given as appropriate, to the appointment of a volunteers manager whose primary function would be to oversee all voluntary input from individuals and organisations. Acknowledgment of the central role played by the volunteers manager in the relationship between paid staff and volunteers will be made, and appropriate supervision, support and resources allocated to this post.
- Volunteers will not be engaged in times of industrial action to do the work of paid staff, they may continue with their regular work, but will not be asked to undertake additional duties.

- Volunteers on the Management Committee/Board of Directors will observe fair standards and conditions of employment, health and safety and equal opportunities in respect of paid staff.

4.7 Contracts and Service Agreements

In entering into contracts or service agreements which involve volunteers we will ensure that:

- the role of volunteers is made clear and that satisfactory arrangements are in place for their management
- the contract or service agreement provides for the necessary resources for involving volunteers
- arrangements are made to set out the roles and commitments of the volunteers
- the impact of volunteering and its benefits are promoted and acknowledged.

4.8 Funding other organisations/groups (for use by voluntary organisations which fund other voluntary organisations)

- In funding other voluntary organisations or affiliated groups involving volunteers we will ensure that they adopt commitments to volunteers similar to those contained in this policy and procedures document, where appropriate.

4.9 Employer Supported Volunteering (for use by voluntary organisations with paid staff) In our encouragement of employer supported volunteering we will:

- increase our employees' awareness of the opportunities for volunteering through our newsletter, bulletins and other media.
- develop a policy on employer supported volunteering, to clarify how this organisation (name) will support employees in this voluntary activity
- if appropriate, then nominate an individual to support, promote and encourage the involvement of employees in volunteering
- invite a Board/Committee member to take a special interest in employer supported volunteering
- acknowledge the value of employees' volunteering activity

4.10 Local Volunteering Sector

We will develop relationships with the local volunteering sector on the following principles:

- that there is a need for a strategic approach to the development of volunteering

locally

- that there is a need to support the work of the Local Volunteer Bureau in providing leadership in the local volunteering sector

4.11 Action Plans and Reviewing the Policy and Procedures

4.11.1 This organisation (name) will produce an annual action plan for volunteer involvement.

4.11.2 This organisation (name) will monitor and review this policy and procedures on volunteers and the above action plan on an annual basis and will nominate a member of the Management Committee/Board of Directors and a senior paid staff member/volunteer to undertake this monitoring and review role.

4.12 Responsibility

4.12.1 Overall responsibility for the implementation, monitoring and review of the policy and procedures lies with the Chair of the Management Committee (or Board of Directors) and, on a day to day basis, with the senior paid staff/volunteers.

Survey of Volunteering in this Organisation (name)

Questionnaire: Volunteers

This organisation strives constantly to improve its services, and extend its work. As you may know, we rely on volunteers to help us in many aspects of our work, and we want to be sure that we maintain/increase our high levels of success in volunteer involvement. We are therefore carrying out a review of the role and work of volunteers in this organisation (name), and as part of that are keen to know what your experience has been, as one of our volunteers.

To this end we would be grateful if you completed this brief questionnaire.

Please answer all questions as completely as possible.

You do not need to put your name on the form but you can do so if you wish. All replies will be treated in confidence, but the information will be used by the organisation in improving its services.

1. (a) What is your volunteer role?.....

(b) Name (optional).....
...

2. Gender (please tick appropriate box)

Female Male

3. I would describe my race or cultural origin as:
White Chinese Indian Black
Caribbean
Bangladeshi Black African Pakistani Black other

Any other race or ethnic group?.....

4. Are you a person with a disability? Yes No

5. My age is:

16-19 20-29 30-39 40-49 50 -59 60 +

6. Do you carry out your voluntary work with this organisation (name):

a) as a member of our Management Committee/Board of Directors?

Yes (please specify)..... No

b) by helping out in other ways?

Yes No

c) by both of the above?

Yes No

7. How long have you been volunteering with this organisation (name)?

under 1 year 1-2 years 2-5 years 5-10 years more than 10 years

8. On average, how many hours PER MONTH do you give to (this organisation) as a volunteer?

under 4 hours 4-8 hours 9-16 hours 17-25 hours over 25 hours

9. 'What activities do you carry out as a volunteer?.....

.....
.....
.....

10. Do you receive training in how to carry out your assigned tasks?

Yes No Don't know

Is the training you receive sufficient?

Yes No Don't know

If no, what additional training would help you?.....

.....
...

.....
.....

11. Do you receive support to help you carry out your voluntary work e.g. regular supervision?

Yes No Don't know

Is this support adequate for your needs?

Yes No Don't know

If No, what additional support do you require?.....

.....
.....

12. Do you have someone to contact if you have a problem with your voluntary work for this organisation (name)?

Yes No Don't know

If Yes, have you needed to use the contact in this way?

Never Occasionally Frequently

Did you get the help you needed?

Yes No

13. Are out-of-pocket expenses available?

Yes No

If No, do you think this represents a barrier to more people becoming volunteers?

Yes No

If yes, do you claim your out-of-pocket expenses?

Always Sometimes Never

14. From your own experience, to what extent do you think that volunteers are accepted and appreciated by this organisation's (name) paid staff?

well accepted generally well accepted

generally not well accepted not well accepted

If you answered “not well accepted” can you suggest ways of changing this?

.....
.....
.....
.....

15. From your own experience, to what extent do you think volunteers are accepted by our clients and customers?

well accepted generally well accepted

generally not well accepted not well accepted

If you answered “not well accepted” can you suggest ways of changing this?.....

.....
.....
.....
.....

16. Do you find your voluntary work:

	Yes	No	Sometimes
a) interesting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) challenging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) satisfying	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. If you answered No in Question 16 , what do you think could be done to change this?

.....
.....
.....
.....

18. Overall, how would you rate your experience of volunteering with this organisation (name)? (Please circle: 1 = very bad, 7 = very good)

19. Can you think of any new areas in which volunteers might be of help to this organisation (name)?

.....
.....
.....
.....

20. What do you think would be needed to help new volunteer positions to be developed and properly supported?

.....
.....
.....
.....

21. Please use the space below to make any other comments regarding this organisation's (name) involvement of volunteers.

.....
.....
.....
.....

Thank you for taking the time to complete this form.

Please return

to..... at

.....
.....

by.....

.....

Survey of Volunteering in this Organisation (name)

Questionnaire: Paid Staff

This organisation (name) strives constantly to improve its services, and extend its work. As you may know, we rely on volunteers to help us in many aspects of our work, and we want to be sure that we maintain/ increase our high levels of success in volunteer involvement. We are therefore carrying out a review of the role and work of volunteers in (this organisation), and as part of that we are keen to know about your experience of volunteering in this organisation.

As one of our paid staff we would be grateful if you completed this brief questionnaire.

Please answer all questions as completely as possible.

You do not need to put your name on the form but you can do so if you wish. All replies will be treated in confidence, but the information will be used by the organisation in improving its services and in the production of reports and policy and practice manuals.

Job Title:

.....

Name(optional):.....

...

1. Are volunteers involved in your area of work?

Yes No Don't know

If No, please go to question No.25

2. (a) Do you know how many volunteers in total are involved in your area of work?

Yes No

(b) If Yes, how many are there?.....

3. In your area of work what activities are carried out by volunteers?

.....

4. (a) Would you like to see more volunteers involved in your area of work?

Yes No

(b) If Yes, would you like to see more of the same activities carried out?

Yes No

(c) Would you like to see additional activities carried out?

Yes No

4. (d) If yes, what additional activities would you like to see volunteers involved in?

.....

.....

5. What problems/challenges do you see in introducing additional volunteers to your area of work?

.....

.

.....

.

6. (a) Do you think that any tasks currently carried out by our volunteers are inappropriate?

Yes No Don't know

(b) If Yes, please give examples of tasks which in your view are inappropriate:

.....

.

.....

.

7. (a) Do you know how many hours on average volunteers for whom you are responsible in your area of work are involved each week?

Yes No Don't know

(b) If Yes, how many hours on average do most volunteers work each week?

0-2 2-4 4-6 6-8 8-10 10-12
above 12

8. How have the volunteers in your area of work have been directly recruited and selected? Please tick all boxes which apply.

known	Number if
By our Volunteers Manager <input type="checkbox"/>
By you/another member of staff <input type="checkbox"/>
Through the Local Volunteer Bureau <input type="checkbox"/>
Through another voluntary organisation <input type="checkbox"/>
Other (please specify) <input type="checkbox"/>

9. How many volunteers in your area of work are:

	Numbers	Don't know
Female?	<input type="checkbox"/>
Male?	<input type="checkbox"/>
Members of the black and minority ethnic communities?	<input type="checkbox"/>
People with physical or learning disabilities?	<input type="checkbox"/>
Under 25?	<input type="checkbox"/>
Between 26 - 50?	<input type="checkbox"/>
Over 50?	<input type="checkbox"/>

10. (a) In your experience do most volunteers carry out adequately the work that they are asked to do?

Yes No Don't know

(b) Please comment on your answer

.....

11. In your opinion are most volunteers sufficiently trained for their responsibilities?

Yes No Don't know

12. Do volunteers receive travel and other out-of-pocket expenses?

Yes No Don't know

13. Do you think that volunteers are currently valued by:

a) Paid Staff? Yes No Don't know

b) Customers/clients? Yes No Don't know

14. (a) Do you know if volunteers in your area of work are given regular support and supervision on a one-to-one basis?

Yes No Don't know

(b) If Yes, do you know the number of volunteers given support?.....

15. Are volunteers covered by:

Public Liability Insurance? Yes No Don't know

Professional Indemnity Insurance? Yes No Don't know

Personal Accident Insurance? Yes No Don't know

16. Who currently has responsibility for:

	Volunteers Manager	other paid staff (please specify)	Don't know
Recruiting and selecting volunteers?	<input type="checkbox"/>	<input type="checkbox"/>
Training volunteers?	<input type="checkbox"/>	<input type="checkbox"/>

Paying volunteers' out-of-pocket expenses?	<input type="checkbox"/>	<input type="checkbox"/>
Insuring volunteers?	<input type="checkbox"/>	<input type="checkbox"/>
Supporting and supervising volunteers?	<input type="checkbox"/>	<input type="checkbox"/>
Evaluating work done by volunteers?	<input type="checkbox"/>	<input type="checkbox"/>

17. Do you think that paid staff are adequately trained in how to work with volunteers?

Yes No Don't know

18. What could be done to help paid staff to work better with volunteers?

.....

.....

.....

19. How would you describe the response to volunteers by:

a) Clients/customers/users?

Favourable Mixed Unfavourable Don't Know

b) Paid Staff?

Favourable Mixed Unfavourable Don't Know

20. What are the benefits gained by volunteers?

.....

...

21. What benefits are gained from volunteers by:

Clients/customers/users?.....

Paid Staff?.....

This

organisation?.....

The
community?.....

22. (a) In your area of work has the involvement of volunteers produced any problems?

Yes No Don't know

(b) If Yes, please give examples and indicate how you think these problems can be solved.

.....
.....
.....
.....
.....

23. How has your own workload changed as a result of involving volunteers?

Lessened Remained the same Increased In type of work done

24. What additional structures and mechanisms should be introduced across this organisation (name) for the support and development of volunteering?

.....
.....
.....

25. Please use the space below to make any further comments regarding this organisation's (name) involvement of volunteers.

.....
.....
.....
.....
.....
.....
.....

...

.....

...

Thank you for taking the time to complete this form.

Please return to

At.....

By.....

Survey of Volunteering in this Organisation (name)

Questionnaire: Clients/Customers

This organisation (name) strives constantly to improve its services, and extend its work. As you may know, we rely on volunteers to help us in many aspects of our work, and we want to be sure that we maintain/increase our high levels of success in volunteer involvement. We are therefore carrying out a review of the role and work of volunteers in (this organisation), and as part of that are keen to know what your experience has been, as one of our customers.

We would be grateful if you completed this brief questionnaire.

Please answer all questions as completely as possible.

You do not need to put your name on the form but you can do so if you wish. All replies will be treated in confidence, but the information will be used by the organisation in improving its services.

Volunteers in (this organisation) carry out the following tasks:

(Organisation to complete)

*

...

*

...

Your name

(optional).....

1. Have you had contact with volunteers in any of the above roles?

Yes No Don't know

If No please go to Question 8

2. Where do you have contact with this organisation's (name)volunteer(s)?

.....
.

3. What do our volunteers do for you?

.....

4. Has this helped you?

A great deal A fair amount Not really Not at all

5. If you did not have the help of a volunteer would you miss it?

A lot A little Not at all

6. How do you rate the work done by our volunteers?

Very high High Satisfactory Poor

7. Do you have any suggestions or comments about the work done by out volunteers?

.....
.....

8. Are there other ways in which (this organisation's) volunteers could help you?

Thank you for taking the time to complete this form.

Please return to

.....

at

.....

by

Sample Volunteer Agreements

These sample volunteer agreements are a starting point to help you draft an agreement that suits your organisation. We hope you will discuss and consult on the sample agreements and feel free to adapt them to suit your needs. The first agreement is more formal and detailed than the second one.

A volunteer agreement helps both the organisation and its volunteers by making expectations clear. Both agreements incorporate current thinking on what is good practice in managing volunteers. They also address the unlikely possibility of volunteers being considered employees in the eyes of the law.

A volunteer agreement is usually part of a set of documents, which includes a volunteer policy and voluntary work outlines (like a job description). Samples of these are available from the information service at the National Centre for Volunteering on receipt of a small stamped addressed envelope with the required document name marked in the top left hand corner.

Further information on good practice in managing volunteers is contained in *The Good Practice Guide*, published by the National Centre for Volunteering, priced £12. The Centre's publications can be ordered by telephone, post or on-line at: www.volunteering.org.uk/publications.htm

All the Centre's information sheets are at: www.volunteering.org.uk/sheets.htm

April 2000

Sample volunteer agreement

This Volunteer Agreement describes the arrangement between [*name of organisation*] 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 enjoyable and rewarding.

Part 1: the organisation

Your role as a volunteer is [*state nature and components of the work*] and starts on [*date*]. This work is designed to [*state how the work benefits the organisation*]. [*Name of organisation*] commits to the following:

1. Induction and training

- To provide thorough induction on the work of [*voluntary organisation*], its staff, your volunteering role and the induction and/or training you need to meet the responsibilities of this role. The Volunteer Handbook provides full details of the organisation.

2. Supervision, support and flexibility

- To explain the standards we expect for our services and to encourage and support you to achieve and maintain them;
- To provide a named person who will meet with you regularly to discuss your volunteering and any successes and problems;
- To do our best to help you develop your volunteering role with us.

3. Expenses

To repay these expenses following procedures in the Volunteer Handbook:

- Travel to and from home to [*the place of work*] and during your work: see the Volunteer Handbook for rules on methods of travel and car mileage allowances
- Meal allowance to a maximum of £[] with a receipt and £[] per day without. [To be eligible you must work around meal times or for at least [4] hours a day]. Specialist clothing where this is required and provided by you.
- Actual cost of crèche, childminding fees or other dependant costs incurred in order to be available for voluntary work.
- Subsistence allowance of £[].

4. Health and safety

- To provide adequate training and feedback in support of our health and safety policy, a copy of which is in the Volunteer Handbook.

5. Insurance

- To provide adequate insurance cover for volunteers whilst undertaking voluntary work approved and authorised by us

6. Equal opportunities

- To ensure that all volunteers are dealt with in accordance with our equal opportunities policy, a copy of which is set out in the Volunteer Handbook.

7. Problems

- To try to resolve fairly any problems, grievances and difficulties you may have while you volunteer with us;
- 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

I, (volunteer's name) agree:

- To help [*name of organisation*] fulfil its [*services*];
- To perform my volunteering role to the best of my ability;
- To follow the organisation's procedures and standards, including health and safety and equal opportunities, in relation to its staff, volunteers and clients;
- To maintain the confidential information of the organisation and of its clients;
- To meet time commitments and standards agreed to except in exceptional circumstances, and to give reasonable notice so other arrangements can be made;
- To provide referees as agreed who may be contacted, and to agree to a police check being carried out where necessary.

My agreed voluntary time commitment is

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 intend any employment relationship to be created either now or at any time in the future.

Volunteer agreement

Volunteers are an important and valued part of (this organisation). We hope that you enjoy volunteering with us and feel a full part of our team.

This agreement tells you what you can expect from us, and what we hope from you. We aim to be flexible, so please let us know if you would like to make any changes and we will do our best.

We, (this organisation), will do our best:

- to introduce you to how the organisation works and your role in it and to provide any training you need. The initial training agreed is [].
- to provide regular meetings with your manager so that you can tell us if you are happy with how your work is organised and get feedback from us. Your manager's name is [].
- to respect your skills, dignity and individual wishes and to do our best to meet them.
- to pay your travel and meal costs up to our current maximum*.
- to consult with you and keep you informed of possible changes.
- to insure you against injury you suffer or cause due to negligence*.
- to provide a safe workplace*.
- to apply our equal opportunities policy
- to apply our complaints procedure if there is any problem

I, [name of volunteer], agree to do my best:

- to work reliably to the best of my ability, and to give as much warning as possible whenever I cannot work when expected
- to follow (*this organisations*) rules and procedures, including health and safety, equal opportunities and confidentiality.

*More details on these issues is provided in the volunteer handbook.

Note: this agreement is in honour only and is not intended to be a legally binding contract of employment.

This Org's VOLUNTEER CHARTER

We rely on our volunteers. Without the time and effort they freely give we could not operate effectively. We therefore pledge that:

- 1. We regard our Volunteers as an essential and distinctive part of our organisation.*
- 2. We have policies of equal opportunity and equal access applying to all staff, paid and volunteer, and all visitors.*
- 3. We try to match the talents and interests of individual Volunteers to roles that suit them.*
- 4. We provide Volunteers with induction (including health & safety) training so that they will be able to work safely and competently; and we offer them appropriate specialist training where required.*
- 5. We make sure that each Volunteer knows the paid or volunteer member of staff he or she is responsible to and should inform if for any reason an undertaking to work on a given day or at a given time cannot be kept.*
- 6. We have insurance to cover every Volunteer against injury while at work and any claim by a member of the public.*
- 7. We offer Volunteers reimbursement of authorised actual out of pocket expenses.*
- 8. We inform Volunteers about our policies, plans and programmes and invite them to contribute to our decision-making processes through existing management channels.*

Date:

Signed:

for the Governing Body

The Recruitment Guide

Introduction

Getting the right people (and enough of them!) is one of the basic challenges of working with volunteers. This guide aims to help, by highlighting some recruitment techniques and outlining good management practice. Recruiting volunteers is a chance to refresh and reinvigorate your organisation. A positive approach, combined with clear thinking and creativity, can make all the difference to your volunteer involvement.

And remember, most people who don't currently volunteer say that they would if they were asked!

Before you recruit

Though it is tempting to jump straight into a recruitment campaign, you should first ensure that you are well prepared. It is no good recruiting volunteers if you do not know what they will do, how you will support them, or what procedures you will have for selection.

A detailed outline of good management practice is provided in The Good Practice Guide, but the starting point is to decide why you want volunteers and what is appropriate work for them to do. If you have paid staff you should consult with them to ensure a good understanding of volunteering throughout your organisation. Make sure you involve people at board and senior management level in these discussions too – their understanding of and strategic support for volunteering is vital.

Once you have consulted about volunteer involvement it can be useful to draw up a Volunteering Policy for the organisation, including the basic principles behind your volunteer-involvement and your practice guidelines for working with volunteers (for example, the payment of expenses). A sample Volunteering Policy, and advice on the process of producing one, is in The Good Practice Guide.

Support

All volunteers need support. What kind of support you provide will depend on the nature of their work and their needs.

Key elements of support can include:

- supervision – regular time to talk and plan voluntary work outlines – like a job description for volunteers problem solving – perhaps involving discipline and grievance procedures.
- training – everyone must be given sufficient training to do their work well
- recognition – meaningful ways to recognise the contribution volunteers make.

Selection

For some voluntary work selection can be very informal – an introductory chat about the work and the potential volunteer’s interests. If the role has some degree of responsibility, however (for example, working with people, money or dangerous equipment), selection procedures should be more formal.

Key elements of selection can include:

- application forms
- references
- interviews
- criminal record checks (especially if volunteers are working with vulnerable people)
- health checks
- equal opportunities.

Other issues

Other issues to consider before starting to recruit volunteers include the payment of expenses, insurance, health and safety and the status of volunteers receiving welfare benefits. Information on all of these matters can be found in The Good Practice Guide.

Recruitment

Recruiting volunteers can be seen as a similar process to advertising (you are trying to ‘sell’ the benefits of volunteering with your organisation), and as with any advertising it is critical that you have a clear message. The nature of this message will depend on your organisation and the work you are wanting volunteers to do. However, in general it will include:

- what the voluntary work is
- what the organisation as a whole does
- how a new volunteer can make a difference
- how to find out more.

Most methods of recruitment elaborate on these four elements of the basic message. They are about ensuring that recruits are informed, motivated and know how to get involved!

Motivation

It is useful to think about the possible motivations that people might have for becoming volunteers. This can help you to design volunteering opportunities and influence your recruitment message.

Motivations for volunteering might include:

- commitment to the organisation / cause – so it is important
- to emphasise how their contribution will make a difference
- meeting people – volunteering can be a very sociable
- activity!
- gaining skills – when recruiting stress the skills and
- experience that volunteers can gain
- utilising existing skills – some people want to put their
- skills to a good cause

- keeping active – more and more older people are volunteering

Making it easy

Putting oneself forward as a volunteer can be quite daunting. People might not be sure what they are getting into and might be worried that, for example, they won't be up to it or that the commitment will end up being greater than they want. It is important, therefore, to be flexible when taking on new recruits. It can be useful to offer 'tasters' of volunteering so that the volunteer and organisation can get to know one another better. You will also need to spend some time finding out what people are looking for and what they have to offer.

Recruitment ideas

So, all the thinking and consultation has been done, everyone knows why volunteers are being involved and the kind of work they will do. A Volunteering Policy has been written and so have Voluntary Work Outlines for each volunteering role. Preparation has also been made for dealing with enquiries. How do you go about actually getting new recruits?

Word of mouth

Most volunteers are recruited by existing staff, clients, supporters or volunteers. Make sure everyone you know knows that you are trying to recruit, and what the opportunities are. You might want to run a brainstorming session identifying people your organisation knows. It can also be useful to map possible sources of recruits in the local area. Details of how to run such exercises are provided by Susan Ellis in *The Volunteer Recruitment Book*.

Of course, if your existing staff and volunteers are happy and motivated they will be more effective in recruiting their friends!

Pros:

word of mouth is still the most effective method of recruiting volunteers it is particularly useful in smaller communities.

Cons:

you are likely to recruit 'more of the same' – existing volunteers will tend to recruit people similar to themselves, so if you rely on word of mouth your volunteers might not be very diverse.

Print

Posters can spread your message to a wider audience. Leaflets or postcards are a handy and attractive way of providing information to potential recruits.

When designing printed information remember the principles of your recruitment message. Keep it simple, and reflect the nature of the volunteering opportunities in your design. You should also consider who your target audience is.

You might consider placing printed information in:

- schools and colleges

- libraries
- town halls and other public buildings
- GP and dental surgeries
- sports and leisure centres
- religious centres
- shop windows
- bars
- Job Centres.

Pros:

printed information can be targeted at particular audiences eye-catching designs can create a good image for your organisation printed materials are becoming increasingly cheap and easy to produce.

Cons:

printed information tends to circulate for a long time – enquiries may come long after the details have gone out of date posters and leaflets are unlikely to have much impact unless people already know about your organisation.

Volunteer Bureau

There are around 500 Volunteer Bureau throughout the UK, putting people in touch with organisations who need volunteers. Organisations need to register with their local Bureau, which might also be able to provide advice and support on working with volunteers. Volunteer Bureau are sometimes known by other names such as Volunteer Centre, Volunteer Development Agency or Volunteer Action. You should be able to find the one nearest to you in the phone book, or you can call the National Association of Volunteer Bureaux (NAVVB) on 0121 633 4555.

Pros:

Bureaux provide an excellent means of recruiting to individual posts people referred to you by a Bureau will have seen an outline of the work you want them to undertake many Bureaux can provide a range of advice about recruitment and aspects of good practice.

Cons:

Bureaux are not likely to provide instant results, as they rely on people contacting them although the number of Bureaux has grown in recent years, they do not cover all parts of the country.

Talks

Once you have identified a possible source of new recruits you need to take your message to them. Setting up a talk or presentation might take some time – you will need to persuade the host (be it a school, an employer or whatever) that your information will be of real interest. But it can produce good results.

Try to be as well-briefed as possible about the people you will be talking to and what is likely to appeal to them about volunteering. Remember the principles of your recruitment message!

Visual images such as photographs or a video can aid a presentation, but real live volunteers or clients are the most effective inspiration. Make sure you bring printed information to support your talk, giving people the chance to go away and think before committing themselves. Be clear about how people can get involved or find out more if they are interested.

Events

An event such as Volunteers Week is a great chance to recruit new volunteers. You might have an exhibition stand in a shopping centre or stage a PR stunt to attract publicity. There are many places and events at which stalls can be set up, including: the local high street (you will probably need to get local council permission to do this)

- the local library
- fetes and carnivals
- career and recruitment fairs.
- train stations

Pros:

- gets you seen
- provides the opportunity of face-to-face recruitment

Cons:

- can be a lot of work without a guaranteed return
- can be expensive and labour-intensive

Local press and radio

Events such as Volunteers Week also provide an opportunity to get coverage in the local media.

Coverage in the local media might range from feature articles to brief news stories. Try to build a good relationship with local newspapers and radio stations, stressing the ‘human interest’ of local people getting involved to help the community.

A steady stream of coverage about your organisation, its work and its volunteers can help to raise your profile and thereby aid recruitment. Press coverage can also be used as a form of public recognition for volunteers’ work. You can also advertise for volunteers in the local press. Do your research and find out what sort of people are likely to see the advert. Tailor your message accordingly – for example, stressing the skills and experience that can be gained. Nationally, The Guardian newspaper runs a volunteers page every other Wednesday in its supplement. They currently charge a minimum of £30 for a short recruitment advert. The adverts tend to attract a large number of job-seeking graduates. There is also a wide range of specialist media in which you might consider advertising or seeking coverage. These include:

company newsletters professional and trade journals (particularly useful if you are seeking someone with specialised skills) the black press, such as The Voice, the gay press, such as The Pink Paper

If you are considering placing an advert you should:

ensure your advert reflects the diversity of the local community consult with other organisations who have placed adverts check the newspapers circulation areas and numbers ask if there is a special rate for volunteer vacancies.

Local companies

When assessing your local area for possible sources of recruits you might well come across local companies whose employees are keen to get involved. You might be able to recruit individual employees or groups to perform one-off ‘challenges’.

It will help if you can get the support of someone senior in the company – for example, to allow you to address a staff meeting. Once employees are volunteering, the company might also be willing to offer other kinds of support.

Diversity in recruitment

Organisations sometimes find it difficult to get a diverse range of recruits, especially if they rely on word of mouth. Diversity can be important in allowing you to reflect the composition of your local community and/or client group, in meeting your organisation’s mission and pursuing an equal opportunities policy. Diverse volunteering programmes are often also the most exciting and dynamic. The following suggestions serve as brief introductions to some of the issues associated with recruiting from groups which are often under-represented as volunteers. Publications providing more detail are available from the National Centre for Volunteering.

Disabled people

People’s disabilities need not be their greatest concern. Any difficulties they have may be due to a variety of reasons, just as for anyone else.

One of the best ways to deal with potential difficulties is to take a proactive approach. Publicise the fact that you are keen to welcome disabled volunteers and show that you are accessible in the broadest sense; for example, by offering to produce information in large print. It is also important to choose effective places to advertise (for example, day centres and drop-in centres). But remember, disabled people visit the same places as everyone else!

Young people

Recent research has produced a ‘wish list’ for what young people want from volunteering, which can be summarised by the acronym FLEXIVOL:

- F flexibility – the most important factor, in terms of time and commitment
- L legitimacy – they need a favourable image if volunteering
- E ease of access – many young people simply don’t know how to volunteer or who to contact
- X 'xperience – young people want relevant, useful experience and the chance to learn new skills
- I incentives – stress the tangible outcomes of volunteering; what’s in it for them
- V variety – in terms of both the type of work and the level of commitment
- O organisation – volunteering needs to be efficient but informal
- L laughs – volunteering must be fun!

Older people

Volunteering by older people has increased in recent years. Some companies, including the Ford Motor Company, support their retired staff in volunteering.

A recent study of volunteering by older people suggests that organisations need to ‘think laterally’ so that older volunteers are given sufficiently challenging work to do, making the most of their skills and experience.

People from minority ethnic communities

A recent study of the experiences of volunteering within the black community suggests that partnerships between mainstream voluntary organisations and black voluntary organisations are a good way to help bring black volunteering into the mainstream.

You might also want to target your recruitment at community organisations such as religious or cultural centres, but you should seek advice from them about the best way to proceed.

Unemployed people

People who are unemployed often have a huge amount to offer and can gain a great deal from volunteering. They need not put their benefits in jeopardy, although they should tell the Benefits Agency about their volunteering. Unemployed people can gain skills and experience from volunteering, and it can help them to remain in touch with the world of work. They are likely to want voluntary work that provides them with a chance to gain skills and experience that will be helpful in getting paid work.

A message from the sponsor of the Good Practice Guide

At Ford we recognise that volunteers are the lifeblood of many organisations, and we hope that this guide will help you recruit volunteers more effectively. Our support for The Recruitment Guide reflects our commitment to the communities in which we operate, and for volunteering both by our own employees and in society as a whole.

Good luck, and happy recruiting!

Ian McAllister, CBE
Chairman and Managing Director
Ford Motor Company Ltd

Further reading

The Good Practice Guide

The National Centre for Volunteering, 1998, £10 + P&P.

The Volunteer Recruitment Book

Susan J. Ellis, Energize inc. 1996, 144 pages, £15.50 + P&P The most comprehensive book about recruiting volunteers that there is. Details approaches to recruitment as well as practical strategies.

VOLUNTEER'S APPLICATION/REGISTRATION FORM

Name

Address

Postcode

Tel No:(Day)

(Evening)

Age Range *under 16* ✓ *16-18* ✓ *19-25* ✓ *26-35* ✓ *36-45* ✓
 46-55 ✓ *56-65* ✓ *66-75* ✓ *76-85* ✓ *85 +* ✓

Your reasons for wanting to volunteer with this project

What kind of voluntary work would you like to do?

When are you available to volunteer?

✓ during the day ✓ evenings ✓ weekdays ✓ at the weekend

Relevant present/past work experience, including voluntary work

Other useful experiences/skills/education/training

Interests, hobbies

Please write here anything else you want us to know about you

Signature

Date

This organisation is committed to an Equal Opportunities Policy and welcomes applications from all people regardless of age, creed, gender, race or disability.

Health and safety of volunteers

Despite the increasing importance of volunteering (22 million people volunteer each year), the health and safety legal obligations of organisations towards their volunteers are less clear compared with employees. Nevertheless organisations do have legal obligations towards their volunteers, and it is clearly good practice to treat volunteers with equal consideration when it comes to health and safety.

A 'volunteer' is defined as someone who commits time and energy for the benefit of others, who does so freely, through personal choice, and without expectation of financial reward, except for the payment of actual out of pocket expenses.

This leaflet has been written for organisations in the voluntary and statutory sectors that involve volunteers. It is not a full account of such duties and responsibilities, but is intended to stimulate organisations to review their policies and procedures for volunteers. Readers are strongly recommended to seek further advice.

Duty of care

The duty of care is a general legal duty on all individuals and organisations to avoid carelessly causing injury to persons. It has been developed by the courts over many years. The duty is regardless of the size of the organisation, its income or whether the organisation has paid staff.

If your organisation asks a volunteer to do a task which results in them injuring themselves or anyone else, the members of the governing body may be liable. No matter what activities your organisation is involved in, from running a major hospital trust to organising day trips to the seaside, you will have to consider the duty of care owed to your volunteers. Liability depends on establishing that the organisation failed to take reasonable care.

For example: a young volunteer working for your organisation was left unsupervised working with a garden shredding machine, and failed to wear the goggles supplied. He or she sustained an eye injury. Your organisation could be held liable if you failed to train or supervise the volunteer in the safe use of the shredding machine. The court may decide that leaving an inexperienced young person in charge of a machine unsupervised is unreasonable. The notion of duty of care needs to be considered in all aspects of an organisation's work and activities. A duty of care can arise in many ways which may not always be obvious, for example:

- loaning equipment to others
- charity walks and sponsored runs
- running fetes or fairs
- organising day trips
- selling food at a charity stall

Health and safety law for organisations with paid staff and volunteers

Health and safety law lays down your duties to your employees. The law also imposes further responsibilities on you as an employer with regard to people not in your employment, such as volunteers and other members of the public, who may be affected by your work activities.

Section 3 of the Health and Safety at Work Act 1974, imposes a duty on every employer "to ensure, as far as reasonably practicable, that persons not in their employment, who may be affected by their undertaking, are not exposed to risks to their health or safety" and "to give to persons (not being their employees) who may be affected in a prescribed manner information as might affect their health or safety."

This generally means that organisations which have both employees and volunteers have a statutory responsibility not to harm or damage the health of volunteers through their involvement in the activities of that organisation. Organisations may also have a responsibility to carry out risk assessment which may require volunteers to be provided with information and training. This would depend on the activities.

For example, if a volunteer working in a hospice is expected to lift heavy patients in and out of bed, you may have a duty to supply the volunteer with information and training on the correct manner and technique of lifting to enable the volunteer to lift the client safely, and to know when not to lift the client but to seek assistance. However if a volunteer was helping to run a lucky dip stall training may not be necessary. A risk assessment would determine what level of training is required, if any (see risk assessment).

A recent case highlights the need to take these responsibilities seriously. A young child was hospitalised after daubing himself with a paintbrush left in a toilet of a cricket club. The executive members of the club were fined £8,000 between them, for breaching health and safety regulations.

Organisations with responsibility for buildings and premises

Anyone controlling non-domestic premises must take reasonable steps to provide employees and volunteers with equipment and premises that are safe, including safe routes of exit.

This means if you control or are responsible for premises you have a duty to make sure that the building is safe to use and complies with all the relevant health and safety regulations (for example, ensuring signs meet the Health and Safety (Signs and Signals) Regulations 1996). This duty applies to places such as a community centre or scout hut, and also attached car parks or playgrounds.

Basic principles of health and safety

There are some key areas of health and safety which every organisation should examine. Not all of these are legally binding on organisations that do not employ staff.

The duties placed on organisations with volunteers only are in italics.

For organisations that have paid staff and also involve volunteers we strongly recommend that your organisation should begin to implement the same health and safety requirements for volunteers that are demanded by law for paid employees. Most organisations now support equal opportunities - it would be difficult for any organisation that claimed to have an equal opportunity policy to justify offering a lower standard of health and safety protection to volunteers.

If your organisation has no employees it may not be able to achieve the same standards of health and safety as required for employees in the short term. But by setting a timetable to aim to accomplish this, you will be demonstrating to your volunteers and the outside world the value you place on them, and their efforts to support your organisation.

Health and Safety Policy

A health and safety policy is the foundation on which to develop health and safety procedures and practices. The policy announces the organisation's commitment towards good health and safety standards. The policy can help to clarify procedures and areas of responsibility. Employers with fewer than 5 employees are not obliged to have a policy, but are strongly advised to do so. If an organisation involves volunteers, they should always be included in the health and safety policy as a matter of good practice. The Health and Safety Executive has examples of model health and safety policies which can be used as a template.

If your organisation has no employees you are not obliged to have a health and safety policy, but are strongly recommended to draw one up. Developing a health and safety policy is a positive step and will help you clarify your procedures and responsibilities. If you also involve volunteers in the process, it will make them much more aware of health and safety issues.

Risk Assessment

Risk assessment is a technique for identifying and controlling hazards of an organisation's activities. It is not just about chemicals and dangerous factories and is as relevant to the voluntary sector as it is to the private sector.

- A hazard is anything that has the potential to cause harm, eg a faulty electrical socket.
- Risk is the likelihood of it causing harm and the degree of harm it could cause eg an electrical shock which could lead to a fatality.

Risk assessment involves identifying all hazards, assessing the risk and putting in places measures to control unacceptable risks. Assessing risk requires detailed knowledge of the activities and working practices normally only found in the people who actually do the work. Risk assessment should always involve employees and volunteers and should never just be left to the experts. Voluntary groups with no employees are not bound to do risk assessments but if they take their duty of care seriously, they would be well advised to carry out risk assessments, which are an excellent way to identify and overcome health and safety problems.

The Control of Substances Hazardous to Health (COSHH)

All employers have a legal duty to assess the workplace for risks to health which may be caused by substances hazardous to health. They must take all necessary steps to control any risks identified. Items such as household bleach may seem harmless but in the hands of a small child are extremely dangerous. Assessment is the key to evaluating potentially dangerous substances in the workplace.

If your organisation has no employees it is not bound to do COSHH assessments but if it takes its duty of care seriously, it would be well advised to carry out such assessments, which are an excellent way to identify and overcome health and safety problems.

Fire Assessment

All public and community buildings are obliged under various Regulations and Acts to specify minimum levels of standards so that the risk of fire is reduced.

You should consult with your local fire brigade for advice.

Health, Safety and Welfare

All employers must provide a safe place to work which is clean and free from risks, to reduce the risk of ill health or injury.

A safe system of working is required, ie proper procedures for handling dangerous substances and adequate guards for machinery.

All employers should provide adequate supervision

Employees must be given training and information to give them sufficient skills and knowledge to carry out their work safely

These regulations do not apply to organisations with no employees. However, they do need to ensure that their volunteers can work in a risk free and safe environment.

Insurance

Every organisation should check its insurance cover at least once a year. There are several insurance options and policies to consider. Some are required by law while others are optional. The more common insurance policies are listed below. Please note this list is not exhaustive.

Employers Liability Insurance

All employers are required by law to take out this insurance to cover employees in the event of an accident, disease or injury. It can also be extended to volunteers.

Public Liability Insurance

This insurance covers the organisation in the event of injury, death, and loss or damage to the property of non-employees. It only covers legal liability, so will not provide compensation where there is an accident that is not due to negligence. It is important to confirm with your insurers that this insurance extends to the acts of volunteers. Without this insurance, the organisation or the individuals responsible for the organisation could be held personally liable.

Other insurance policies which may be relevant:

- Personal Accident Insurance
- Product Liability Insurance
- Motor Vehicles Insurance

Registering your organisation's activities

Any organisation employing staff, regardless of size or location, must register its existence with the Health and Safety Executive or the local Environmental Health Department.

Organisations with volunteers only do not normally have to register their activities with the enforcement authorities unless involved in dangerous activities, such as putting on a fireworks display. However groups that control, or are responsible for premises and buildings, have to register with the local Fire Authority. If food is prepared, stored, supplied or sold on five or more days in any five week period, they must register with the local Environmental Health Department.

You should always check with the authorities if you are in any doubt about the need for registering activities.

First Aid

All employers have a duty under law to make a first aid assessment. The need for first aid will depend on the organisation's activities. For instance an outward bound centre is very different from a morning coffee club. Again an assessment of the workplace is the key to deciding what first aid to provide. There are however minimum standards for organisations with employees.

There must be at least one first aid box and a notice displayed in the workplace telling staff:

- the location of the first aid box
- who is the first aider or appointed person (see below)
- where the first aider or appointed person can be found.

An appointed person is someone who has basic first aid knowledge, and is available whenever people are at work. They can take charge in an emergency and are responsible for calling the emergency services. Details of one day courses to train appointed persons are available from the Health and Safety Executive (telephone number at end).

Voluntary groups with no employees are not bound to do a first aid assessment, although it is clearly good practice. However in certain circumstances, like a large public fireworks display, there may be a legal duty to provide first aid facilities. For example, if you hold a public exhibition without first aid facilities and someone is injured, you may have broken your duty of care. If you have any doubts whatsoever you should always contact the local Health and Safety Executive office for advice.

Useful Publications and organisations

The Health & Safety Handbook For Voluntary & Community Organisations

Al Hinde, Charlie Kavanagh, Editor Jill Barlow

Directory of Social Change, 24 Stephenson Way, London NW1 2DP. Phone 020 7209 5151. Price £12.50

Managing Your Community Building

A Practical Handbook for People Running Buildings in Local Communities

Peter Hudson

Community Matters, 8/9 Upper Street London N1 0PQ. Phone 020 7226 0189.

Price £15.95

Safe & Alert: good practice advice on volunteers working with vulnerable clients.

National Centre for Volunteering

Price £10

The Centre's publications can be ordered by telephone, post or on-line at:

www.volunteering.org.uk/publications.htm

Insurance Guide for Voluntary Organisation

National Council for Voluntary Organisations

Available from:

Regents Wharf, 8 All Saints Street, London N1 9RL. Phone 020 7713 6161

Price £6

Charity and Voluntary Workers

A guide to health and safety at work

Health and Safety Executive, Charities Safety Group.

Booklet and accompanying training video

Booklet Price £12.50

Available from HMSO bookshops.

The Video is priced at £25 and available from:

Local Authority Unit, HSE, 7th floor. South Wing, Rose Court, 2 Southwark Bridge, London SE1 9HS. Telephone 020 7717 6686

Health and Safety Executive

General Helpline 0541 545 500. Open 8.30am-5pm Monday to Friday.

National Centre for Volunteering

Information line 020 7520 8900. Open 2pm-4pm Monday to Friday.

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All the Centre's information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

July 1999

This Org's

***SAMPLE* Grievance Procedure**

1. Volunteer/employee discusses grievance with supervisor within 14 days of event.
2. Supervisor replies in writing within 7 days.
3. If not satisfied, volunteer/employee submits appeal to supervisor's Line Manager within 7 days of receiving reply.
4. Line manager arranges meeting of parties concerned within 21 days. Appeal heard by Director or Director's representative.
5. Director or representative replies to volunteer/employee within 14 days.

Screening volunteers

Screening is used here to mean checking if someone has a criminal record. It is one way of reducing the risk of recruiting volunteers who may be unsuitable to work with children or other vulnerable people.

Screening is a valuable tool in identifying unsuitable volunteers, but it is not foolproof. 90% of child sex offenders have no relevant criminal record. Even those with a criminal record may be able to avoid detection by giving a false or different name.

Organisations should not assume that by screening volunteers they have done enough. It is vital to always carry out effective recruitment, training and supervision of staff. Volunteers should be asked to fill in an application form, give references and attend an interview and there should be a system for anyone to raise concerns about an individual.

Surprisingly, voluntary organisations do not generally have the right to screen volunteers, even volunteers working with children. (See ‘Who can screen prospective volunteers?’ below.) Good practice is then the only means of reducing risk. Several good practice guides are listed in the ‘Further Information’ section at the end of this information sheet. But, while there is plenty of good practice guidance available from the government and elsewhere, ultimately it is the managers of each organisation who must accept and take responsibility for managing risk within the organisation’s own unique circumstances

The government is proposing to make criminal record checks much more widely available in future, and these proposals are outlined under ‘Criminal Records Bureau’ below.

This information sheet looks at the current situation in England and Wales.

Asking volunteers to disclose convictions

All organisations can ask on the application form if volunteers have a criminal record. This is vital where volunteers will be working with vulnerable people, and something to consider for volunteers going into people’s homes or with unsupervised access to money. If volunteers are not working with vulnerable people, the value of asking about convictions must be weighed against the possibility that good volunteers will not apply because of embarrassment about disclosing irrelevant offences. One in three males have a conviction by the age of 30, so this is not unusual.

Ex-offenders normally have the right not to reveal spent (old) convictions. For example, a prison sentence of one year is spent after 10 years. But where work involves contact with ‘vulnerable’ people, organisations can require applicants to declare spent convictions too. Vulnerable people includes people under 18 or over 65, people with a mental or physical disability or chronic illness, alcohol or drug misusers. One form of wording is:

‘Because of the nature of the work, [befriending older people], you are required by the Rehabilitation of Offenders Act 1974 to declare all criminal convictions including those which are spent’.

Some organisations require volunteers to exercise their right to obtain details of their own police record under the Data Protection Act. This costs £10. However, this Act was intended to give civil rights to individuals rather than to allow organisations to screen. It is unclear whether organisations are legally permitted to use the Act in this way.

Using the information

A criminal record does not automatically make someone unsuitable for voluntary work with children or other vulnerable people. Unfortunately, it is not uncommon for potentially good volunteers to be turned down because of minor or irrelevant offences that took place a long time ago. There are important equal opportunities, civil rights and rehabilitation considerations which need to be balanced with the need to minimise risk. In deciding the relevance of convictions, the following points should be considered:

- The nature of the offence. Try to find out what actually happened, as some convictions can sound much worse than they really are.
- The nature of the volunteering
- How long ago the offence was committed
- The frequency of offence and whether there is a pattern of either unrelated or similar offences.

Which organisations can screen prospective volunteers?

The Home Office has issued guidance on screening in two circulars for the statutory and voluntary sectors (see Further Information section). The following organisations have the right to police checks:

- statutory local bodies (eg social services departments, education departments)
- self-governing (grant-maintained) schools, independent schools and further education establishments
- private or voluntary organisations contracted to carry out statutory functions which were previously carried out by directly employed local authority staff
- Voluntary organisations in membership of the Voluntary Organisations Consultancy Service. Note that VOCS is not taking new members.

Whilst all statutory services have the right to police check, very few voluntary sector organisations do. Thus a volunteer with a statutory service can be checked while one carrying out an identical role in the voluntary sector often cannot. This is an arbitrary restriction to save police time processing millions of screening requests.

It is always open to a voluntary organisation to officially approach its local police force to request screening. Police authorities can exercise their operational independence and agree to carry out checks, but are not obliged to do so.

When should volunteers be screened?

The Home Office circulars state that checks may be requested where work involves a substantial level of access to children, which may also be unsupervised and will be regular or sustained. Children means under the age of 16, or 18 if they have a disability or are in residential accommodation provided by the organisation. There is no provision for carrying out checks where volunteers work with vulnerable adults. The circulars make no distinction between paid staff and volunteers.

‘Substantial access’ is not well defined, but might include positions which enable sufficient trust to build up through continuous contact for a child to accept the worker outside the project.

The circulars give guidance on deciding when a post falls into this category and lists posts for which checks should be considered. These include: sitting schemes, particularly where disabled children or those with behavioural problems are involved; those responsible for young people in residential settings, such as holidays; senior creche workers; playleaders and playscheme workers; befrienders of individual young people; youth club leaders or workers; telephone counsellors speaking to distressed children.

A police check should not be requested until a conditional offer of appointment has been made. The prospective volunteer must consent to screening.

When should volunteers not be screened?

- when they have already declared a criminal record that makes them unsuitable
- as a matter of routine or in a situation where you would not screen paid staff
- where they fail to fulfil the criteria laid down in the Home Office circulars. The circular HOC 47/93 specifically excludes local authorities from making criminal record checks on the employees or volunteers of voluntary organisations as a condition of funding or use of premises. Nor should they do so at the request of a voluntary organisation.

How do I ask for a police check?

Statutory sector: Use the model application form attached to Home Office Circular HOC 47/93 and send it to the Senior Nominated Officer in your organisation. You should ask the volunteer for the details needed on the form, explaining why you need them.

Members of VOCS: Contact VOCS at Unit 4, Pride Court, 80/82 White Lion Street, London N1 9PF. You need to be a current member, as VOCS is not taking new members.

A senior officer, or group of senior officers in an organisation, should be responsible for the operation of requesting police checks. They should ensure that: requests are made according to the guidance in the relevant circular; that information received from the police is only made available to those who need to see it; and that records are kept securely and destroyed after use. Failure to observe these guidelines could infringe an individual's civil liberties.

The Children Act

The Children Act 1989, in seeking to protect children, places certain responsibilities on childcare agencies. However, the Home Office and Department of Health advise that these responsibilities do not extend to requiring that everyone in contact with children must be screened.

Organisations which care for under 8s for more than two hours a day more than four times a year are required to register with their local Social Services Department Inspection Unit. Some, but not all, Inspection Units require all volunteers to be police checked if they have substantial unsupervised access to children.

Other checks which can be carried out

The Department of Health consultancy service can carry out checks against a list of people convicted while in child care work, or who have been dismissed or resigned in certain circumstances. Local authorities, private and voluntary organisations can request such a check on prospective staff or volunteers appointed to child care posts, in addition to any criminal record check carried out.

Checking with the Department of Health automatically incorporates a check with a similar list at the Department for Education and Employment (List 99).

To obtain a check, the organisation should send the person's full name (including any previous names) and full date of birth, together with a stamped, addressed envelope to:
Executive Officer, The Consultancy Service, Department of Health, Room 133, Wellington House, 133-155 Waterloo Road, London SE1 8UG.

It is also possible to check with some local authority social services departments whether they hold any information about a volunteer. Some people consider this to be a more useful source of information than police checks. As with police checks, you will need the volunteer's permission. There may be a charge.

The Criminal Records Bureau

The government is setting up a new organisation, the Criminal Records Bureau, which will make criminal record checks much more widely available. Statutory, voluntary and private organisations will be able to check whether an employee or volunteer has a criminal record. There will be three levels of checks.

- The first level is available to any individual and shows unspent convictions. These are expected to be available by July 2002.
- The second level also shows spent convictions and cautions. It will be available for work exempted under the Rehabilitation of Offenders Act (work with vulnerable people, including children and vulnerable adults such as the elderly). Organisations will need to register with the Bureau to receive these. They are expected to be available from January 2002.
- The third level includes relevant police intelligence such as suspicions that did not lead to a conviction. It is mainly for posts involving under 18s. These should be available from July 2001.

The fee for checking each person will range from £5 to £10, depending on the level of check. These costs should be included in budgets and funding applications.

Further information

Criminal Records Bureau,

PO Box 91 Liverpool

L69 2UH

www.crb.gov.uk

Safe from Harm. A code of practice for safeguarding the welfare of children in voluntary organisations in England and Wales.

David R Smith, Home Office, 1993, Price £2.50 (cheques payable to Home Office Accounting Officer), Home Office Publications, Room 1024, 50 Queen Anne's Gate, London SW1H 9AT

A very readable and practical set of guidelines to help voluntary organisations safeguard the welfare of the children and young people.

Safe involvement of volunteers with vulnerable clients, National Centre for Volunteering, 1998, free on receipt of an A4-size sae.

Four page information sheet setting out the key principles of good practice in minimising risk, with brief explanations.

Safe & Alert, National Centre for Volunteering, new edition 2000, Price £10.

A good practice handbook on volunteers working with vulnerable people. Covers recruitment, safe and effective management and developing procedures. Includes case studies and sample forms.

Criminal record checks within the voluntary sector. An evaluation of the Pilot Schemes, Judith Unell, The National Centre for Volunteering, 1992, Price £14.50.

This research evaluates three pilot schemes to test the feasibility of extending criminal record checks to the voluntary sector. It concluded that: ‘the additional information made available to voluntary bodies through criminal record checks is of minimal relevance to child protection’, and recommended instead good practice measures.

The Centre’s publications can be ordered by telephone, post or on-line at:
www.volunteering.org.uk/publications.htm

Government circulars

Copies can be obtained free of charge from F11 Division, Home Office, Room 536, Horseferry House, Dean Royle Street, London SW1P 2AW.

Voluntary Sector

HOC 42/94 Protection of children: disclosure of criminal background to voluntary sector organisations. Issued October 1994.

Statutory Sector

HOC 47/93, DFE 9/93, LAC 93(17), WOC 54/93 issued October 1993.

Further information for Scotland

Protecting Children

Volunteer Development Scotland, 72 Murray Place, Stirling FK8 2BX Tel. 01786 479 593
Price £5 (members); £6.50 (non-members)

Similar to - and based on- ‘Safe from Harm’ (see above), in a Scottish context.

All the Centre’s information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

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Safe involvement of volunteers with vulnerable clients

Most volunteers enhance the lives of the clients they work with. But some may not be suitable to work with vulnerable adults and children and a tiny minority may pose a threat. This information sheet summarises ways in which an organisation can help to minimise the risks and points the way towards more detailed advice and information.

Key principles

- Treat clients with dignity and respect and protect them from harm at all times
- Understand the nature of abuse
- Adopt consistent and effective recruitment and selection procedures
- Adopt work practices and codes of behaviour that minimise risks and protect both clients and workers
- Develop effective and consistent procedures for responding to accidents, complaints and alleged or suspected incidents of abuse
- Establish links with relatives and relevant organisations

Treat clients with dignity and respect

This means accepting that the welfare of your clients is your paramount concern and affirming that threatening, violent, dishonest or degrading behaviour is always unacceptable. You may want to include this principle in any written policy and have a set of rules outlining the types of behaviour that are or are not acceptable within your organisation. You should also make clients aware of your policy and their rights.

Understand the nature of abuse

Abuse may be physical, sexual, emotional or financial. It may appear as neglect or failure to attend to personal safety. Consider what makes your clients vulnerable. Design your work and procedures in a way which minimises the risks. Be clear what levels of physical contact are appropriate for your organisation. Have a clear policy on “off duty” contact between volunteers and clients and on what gifts, if any, volunteers can accept.

Adopt consistent and effective recruitment and selection procedures

The key to good recruitment is to apply your policy and procedures consistently. Explain to anyone who questions a procedure that it is the routine practice of your organisation and an important way of managing risk.

Define the role: be clear what the new volunteer will be expected to do. Using this, draw up a list of the qualities, skills and experience you are looking for.

Application form: this should enable you to collect all the information you need about the applicant. It should state that you will treat all information in strict confidence.

Previous convictions: all applicants should be asked to declare any previous convictions or cautions and to confirm that there is no reason why they should not work with your client group. Where volunteers work with vulnerable people you can include a sentence along the lines “Because of the type of work, involving contact with vulnerable people, you are required by the Rehabilitation of Offenders Act 1974 to declare all convictions including spent convictions”. Also include a statement such as “Having a conviction will not necessarily prevent you from becoming a volunteer”.

Checking criminal records with the police: Under Home Office guidelines, voluntary organisations only have access to police records if they are existing members of the Voluntary Organisations Consultancy Service or join an existing member (VOCS is not taking new members); or are a school or further education establishment; or are contracted to carry out statutory functions that were previously carried out by directly employed local authority staff.

Some voluntary organisations do find ways of obtaining criminal record checks despite the Home Office guidance. Even if an organisation has access to police records, the Home Office guidance states that police checks may be requested only where the volunteer has substantial unsupervised access on a sustained or regular basis to children under the age of 16 (or sometimes 18).

The Police Act 1997 provides for the establishment of a Criminal Records Bureau. This will enable voluntary organisations and others on payment of a fee to check with the police whether a volunteer has a criminal record. We anticipate that the Agency will be operating not before the summer of 2002.

Even if your organisation has access to criminal records, you should still apply all the good practice outlined here. Many offenders have no criminal record and criminal records checks are fallible as they rely on matching the correct name, which may have changed.

Interviews: It is wise to check the applicant’s identity by checking, for example, a passport or driving licence. Check that name, date of birth, address and signature all tally.

References: You should take up written references, preferably from at least two people who are not relatives. Ideally they should be followed up verbally. Where possible one referee should have first-hand experience of the applicant’s work or experience with your client group. You will probably get a more helpful reference if you explain the kind of work and ask specific questions. You should ask whether the referee has any concerns about the applicant working with your client group.

Department of Health and Department for Education and Employment checks: Voluntary organisations in England and Wales which involve volunteers in work offering substantial unsupervised access to children may check the names of applicants with the Department of Health's Consultancy Service (contact: The Executive Officer, The Consultancy Service, DoH, Room 134, Wellington House, 133-135 Waterloo Road, London, SE1 8UG).

This has information about people whose suitability to work with children is a cause for concern. Checking with the Department of Health automatically incorporates a check with a similar list at the DfEE. Checks should only be sought once a decision to accept a volunteer has been made.

Trial period: make the appointment conditional on the successful completion of a trial period in which you assess the suitability of the new volunteer. During this period you should offer an induction to help your new volunteer become familiar with the organisation. Consider having an initial, possibly written, review halfway through the induction with a further review at the end of the trial period.

Adopt work practices and codes of behaviour that minimise risks and protect both clients and workers

Plan and manage the work of your organisation in a way which minimises the opportunities for your clients to suffer harm. For example, some organisations have a rule that no-one can ever be alone with children. Everyone in the organisation should be clear about their role, about what the organisation is trying to achieve and about the accepted codes of behaviour. They should know to whom they report.

Help your volunteers to carry out their duties by providing support and training. Support should include a supervision system for volunteers. This means you see them at regular intervals, either on their own or in small groups to discuss their work. Consider setting up a system of annual review. These arrangements will help you to assess general competence, the development of relationships with co-workers and your client groups and to identify any training needs. Be alert to any exceptional treatment, favourable or unfavourable, of any of your clients.

Develop effective and consistent procedures for responding to accident, complaints and alleged or suspected incidents of abuse

Everyone in your organisation should know how to respond if it is alleged that one of your clients has been harmed or is at risk in any way. It is not acceptable to do nothing. Procedures should include listening carefully to the person making the allegation; reassuring the person that they are right to voice their concern; recording in writing as soon as possible what was said and reporting to the appropriate person in the organisation. The organisation may want to seek advice from social services or the police to test out concerns with them or to make a formal report. Remember the need for confidentiality and take advice from social services or the police on who needs to know what.

Establish links with relatives and with relevant organisations

Parents, relatives and carers will almost certainly have a key role in the welfare of your clients. By establishing links with them and with other organisations which work in your field you will be able to work more effectively in the interests of your clients. Parents and other carers should be made aware of your policies for protecting clients.

Further information and help

This information sheet is only a very brief introduction to good practice. The following publications provide more detailed guidance.

- **Safe and Alert**, National Centre for Volunteering. A good practice handbook on volunteers working with vulnerable people. Includes recruitment, training, procedures, case studies and sample forms. Price £10.
All the Centre's publications can be ordered by telephone, post or on-line at:
www.volunteering.org.uk/publications.htm
- **Our Duty to Care**, Child Care Northern Ireland. Covers principles of good practice for the protection of children. This is the most recent of the British codes and the most comprehensive and practical. It includes action checklists and suggested policy statements and forms and is relevant to all parts of the UK. Price £2 outside Northern Ireland, or free within Northern Ireland from NIVDA, Annsgate House, 70-74 Ann Street, Belfast BT1 4EH. Tel 028 90236100.
- **Screening volunteers**, National Centre for Volunteering. Free information sheet on when and how to carry out police checks on volunteers in England and Wales.

Volunteers working with children in the voluntary sector: a guide to the law

This is a general guide outlining some important areas of the law for volunteers working with children and the people responsible for placing them. It covers both the Children Act and other relevant law. It applies to England and Wales. The information is based on material produced for The National Centre for Volunteering by James Sinclair Taylor and Christina Morton from Sinclair Taylor & Martin Solicitors.

Information on asking about police records is contained in a separate Information Sheet.

The Children Act

The Children Act 1989 became law on 14 October 1991. It is a major piece of legislation affecting children, their parents and those working with children either as paid workers or volunteers. The Act resulted from a wide recognition that various pieces of legislation concerning the welfare of children needed to be updated and brought together. A key concept in the Act is the term "parental responsibility". This is defined as "all the rights, duties, powers, responsibilities and authority which by law a parent of a child has in relation to his child or property" (Children Act 1989, section 3).

The voluntary sector is likely to play an increasing role in helping local authorities to discharge their responsibilities under the Children Act and a basic knowledge of the Act is therefore vital for all those working with children.

It is also important for both paid workers and volunteers to be aware of the new rights and protections for children and young people created by the Act, since people working with children can often play a very useful role in protecting children and young people. It is strongly recommended that voluntary organisations make informal contact with the child protection team of their local social services. It is far easier to act correctly in an emergency if the relevant contacts have already been made.

Particular parts of the Act, relevant to volunteers, are:

Public Law Orders. *These fall into four types:*

- **Child Assessment Orders.** *These are orders which the local authority or the National Society for the Prevention of Cruelty to Children (NSPCC) can seek if it suspects that a child may be at risk and has been unable to obtain the parents' co-operation.*
- **Emergency Protection Orders (EPOs).** These last for a maximum of eight days and can be made on two grounds: either the existence of risk of significant harm or the refusal of access to social workers without reasonable grounds by those caring for the child. Anyone can apply for one but in practice it is normally either the NSPCC, social services or the police. The effect of the EPO is to give the applicant parental responsibility jointly with the child's carers. Volunteers need to have a clear person in authority whom they can contact if they have any concerns about the safety of a child.
- **Care Orders and Supervision Orders.** These have the effect of conferring parental responsibility jointly to the local authority and parents. Applications can only be made by the local authority or the NSPCC.

- **Police Orders.** The Act gives the police new powers to protect children whom they reasonably believe to be at risk of significant harm by removing them to suitable accommodation or by preventing their removal from a safe place. The protection lasts for a maximum of three days and the child must be kept informed of police action in the case.

Any organisation dealing with children needs to be aware of possible orders under the Act which may affect children in their care. It may be appropriate to make enquiries to find out if any court orders are in place affecting the child, eg restricting particular individuals having contact with the child.

Child Care Panel

This is a very useful resource for organisations dealing with children or young people who are under civil law orders. Children and young people are entitled to separate legal representation in many kinds of Children Act proceedings and they can be eligible for legal aid. Paid workers and volunteers should be aware of the existence of their local child care panel, a group of solicitors specialising in child care law, and know how best to contact a panel solicitor in their area. The Law Society can give you a list of appropriate solicitors in your area.

Children and the police

Volunteers working with children and young people may be confronted with a situation in which a child is in trouble with the police. At this point it is important to seek legal advice. This can be obtained from a solicitor on your local duty officer scheme or from a juvenile justice social worker.

You will need to consider the following main points:

- There is no general legal duty to report an offence to the police or to give information about an offence if questioned by the police and any individual has the right to refuse to answer questions put to him or her by the police. However, no voluntary organisation should knowingly allow their premises to be used for criminal activities. The rules on this issue are complex and if necessary you should seek further advice.
- The police cannot make someone go to the police station unless they arrest them. The police cannot simply hold young people without their consent to help enquiries.
- If a young person has been detained by the police it is important to get a solicitor to the police station as quickly as possible. Those working with young people should know about the duty solicitor scheme in their area. The name of the solicitor on duty can be obtained from the police station.
- Once at the police station young people cannot be interviewed without a solicitor being present unless they agree to it. In addition children under 17 must have an "appropriate adult" present at interviews. In most cases this would be the child's parent though it could be a volunteer if they are deemed by the police to be able to offer "independent guidance".

An organisation needs to identify competent and sympathetic local people who are willing to come and assist and ensure that this information is available to its volunteers before they are placed in a position of needing it urgently. Where the work of an organisation involves children in or potentially in trouble with the police clear guidelines need to be worked out and made available to all staff and volunteers.

Confidentiality

In English law there is a general duty to maintain confidentiality where a relationship of confidence exists, such as a counselling or advisory relationship. Organisations that wish to disclose information where that will prevent harm should have a policy of making this clear to clients.

Many workers and volunteers working with children will find that from time to time children take them into their confidence. They need to know whether the law can oblige them to disclose some of that confidential information and, if so, to whom.

- **Is there a need to tell parents?** In general there is no obligation to tell parents that advice has been sought or what advice has been given. In the case of a child without the required level of understanding, a worker may feel that disclosure to parents is appropriate and if in doubt the organisation should seek further advice. This can be obtained from the social services child protection team.
- ***Is there a need to tell the local authority?*** *In cases of suspected child abuse there is a clear moral duty to tell the local authority. It is vital that paid workers know who to contact in the local child protection team at their social services department if they suspect that abuse may be happening. Volunteers should also be clear whom they need to approach within the voluntary organisation. It is a good idea to have written policy on these issues and make sure that staff, volunteers and, where appropriate, children are fully aware of it and prepared to implement it.*
- **Are the police entitled to see information which has been given in confidence?** This is a very complex area and legal advice should be sought. Confidential information given to voluntary organisations or individuals with a counselling role is generally exempted from the general power of the police to search for "relevant evidence" to help in the detection of crime. The police would have to apply to a judge to gain access to such material and consent is unlikely to be given.
- **Are courts entitled to see such information?** Courts have power to require disclosure of confidential information in proceedings involving children. Some information is subject to "privilege" however, which is a legal term covering things like the correspondence between a client and his or her lawyer. Your legal adviser will tell you whether you can claim that certain information is privileged. Courts do not generally order the disclosure of confidential information insensitively. It is advisable that clear guidance is given to volunteers as to how records should be kept and under what conditions the information in them might be disclosed.
- ***Can children gain access to confidential information held on them?***

School records. *Children over 16 have had a right of access since September 1990 to records compiled since 1 September 1989. Until the young person is 18 parents also have a right to see the records.*

Medical records. *Young people over 16 have the right to apply for access to records compiled since November 1991. Younger children with sufficient understanding may also apply.*

Social work files. Children have a right to apply for access to social services files compiled since April 1989 provided they understand the nature of the request.

In all three cases disclosure may be refused if the child's physical, mental or emotional health would be seriously prejudiced by disclosure.

Children are also able to make applications to the Data Protection Registrar under the Data Protection Act for access to certain computerised information.

Cruelty and neglect

Under the Children and Young Persons Act 1933 it is an offence to assault, ill-treat, neglect or abandon a child in a manner likely to cause him or her unnecessary suffering or injury to health. Children are also protected by the general law of assault.

General duty of care

Anyone employed to work with children and young people whether voluntarily or otherwise is under a legal duty of care which case law has interpreted as a duty to act as a careful parent would. This means that if a worker carries out his or her responsibilities negligently he or she or the organisation for which they work could be held liable under civil law and would have to compensate the young person with damages.

It is very important that adequate records are kept of any accidents, altered behaviour or injury of children. Proper record keeping ensures that there is evidence if a child abuse case is suspected or if a damages claim is brought. The duty of care also applies to the young person's property.

Occupiers Liability

If an organisation is working with young children it has a duty to keep its buildings in safe condition and civil liability can follow if an injury results to a young person as a result of this duty not being carried out.

Volunteers and paid workers should also be aware of Health and Safety legislation and of the duty under the Children and Young Persons Act to provide sufficient safety precautions if large scale entertainments are planned involving more than 100 children.

To protect your organisation, staff and volunteers from the potential claims for damages resulting from a failure to carry out these duties, all voluntary organisations should obtain adequate insurance. Insurance must be reviewed at least annually by staff and management committees.

Useful organisations for further information

The Children's Legal Centre
University of Essex
Wivenhoe Park
Colchester CO4 3SQ
Tel 01206 873 820

Offers legal advice to groups that work with young people and children.

The Law Society of England and Wales
113 Chancery Lane
London WC2A 1PL
Tel 020 7242 1222

National Association of Citizens Advice Bureaux
Myddelton House
115-123 Pentonville Road
London N1 9LZ
Tel 020 7833 2181

Local CAB can offer limited legal advice and store information on local sources of help and advice. They can be found in the phone book or by contacting the National Association.

The National Children's Bureau
8 Wakley Street
London EC1V 7QE
Tel 020 7843 6000

Does not offer legal advice but can give general information and refer to appropriate specialist agencies.

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Working with Young People (legal responsibility and liability). Children's Legal Centre, 1992. Price £10.50. Tel 01206 873820.

Working Together: a guide to arrangements for inter-agency cooperation for the protection of children from abuse. (The Children Act 1989.) The Stationery Office, P O Box 276, London SW8 5DT. Price £9.75. Order line: 08706 005522

Screening Volunteers (information sheet). The National Centre for Volunteering. Free.

Safe from Harm, a code of practice to safeguard children in voluntary organisations in England and Wales. Home Office, 1993. Price £2.50. Home Office Publications Unit, Room 1024, 50 Queen Anne's Gate, London SW1H 9AT.

All the Centre's information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

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- **Criminal record checks within the voluntary sector – an evaluation of three pilot schemes**, National Centre for Volunteering. Research into the effectiveness of criminal records checks. Price £14.50.

- **Training courses on recruitment and the management of risk**

The National Centre for Volunteering runs courses in London. Details are available from the Training Officer, tel. 020 7520 8952, or on-line at www.volunteering.org.uk/training.htm

The National Association of Councils for Voluntary Service has details of courses nationwide: NACVS, 3rd Floor, Arundel Court, 177 Arundel Street, Sheffield S1 2NU. Tel 01142786636.

Local voluntary organisations or social service departments may give you access to their courses. Your local volunteer bureau may know of other courses running locally.

All the Centre's information sheets are at <http://www.volunteering.org.uk/sheets.htm>

This information sheet is largely drawn from 'Our Duty to Care' (see above). The National Centre for Volunteering is grateful to Child Care Northern Ireland and the Northern Ireland Volunteer Development Agency for its permission.

May 1999

Volunteer expenses and tax

It is good practice for organisations to reimburse volunteers' expenses, including travel to the place of volunteering and meals taken while volunteering. This information sheet explains that:

- reimbursing actual expenses can result in no tax liability
- paying more than actual expenses results in an individual volunteer becoming liable to tax
- paying taxable expenses to a volunteer who is an employee results in the organisation's obligation to deduct tax through PAYE.

This information was produced jointly by the National Centre for Volunteering and Inland Revenue.

For all volunteers

If your organisation refunds no more than a volunteer's actual out-of-pocket expenses there is no tax liability.

A volunteer pays £2.20 on public transport to get to their volunteering and £2.60 on lunch. They are refunded their exact out of pocket expenses (£4.80) so there is no tax liability. The volunteer does not need to declare the expenses to the Inland Revenue. The organisation should keep a record of payments and the receipts.

Out of pocket expenses include:

- travel to and from the place of volunteering
- meals taken while volunteering
- care of dependants, including children, during volunteering
- postage, phone calls, stationery etc
- travel in the course of volunteering
- cost of protective clothing.

It is good practice for the organisation to have upper limits on lunch and dependent care costs. Where an organisation rewards its volunteers by paying more than the actual expenditure, the volunteer moves from being a non-tax payer to a tax-payer. Tax may be payable as an employee, or as someone who is self-employed, or under the miscellaneous sweep-up provision of Case VI of Schedule D.

In general such a volunteer has to pay tax on all personal expenses, including the first three items on the list above.

A volunteer pays £2.20 on public transport to get to their volunteering and £2.60 on lunch. They are paid £10 to refund their expenses and give them something extra as a thank-you. Because there is a profit element, neither travel to work nor meals are a deductible expense for tax purposes, and the volunteer is liable to tax on the full £10. The volunteer should keep records of these expense payments and declare them to the Inland Revenue.

The organisation should keep a record of payments and the receipts. It is not the responsibility of the organisation to pay any tax due on these payments to volunteers or to complete IR forms P46 and P15, unless the volunteer is an employee (see below).

Additional points for volunteers who are employees

In exceptional circumstances, organisations may engage volunteers on terms which amount to their status being that of an employee. Any organisation which is unsure of the status of its volunteers should seek advice from its local tax office or from the Information Service at the National Centre for Volunteering.

All the points made above regarding where an organisation rewards its volunteers apply. In addition, if tax is due on expenses paid to an employed 'volunteer' the organisation must deduct tax (and possibly National Insurance) through the PAYE system.

Employers can agree with their local Inspector of Taxes reasonable, tax free, fixed rate payments for reimbursing employees. This has the advantage that organisations do not have to operate PAYE and the employee volunteer does not have to include the payments in their tax return.

Further information

Volunteer drivers and tax: a free two page information sheet from the Information Service at the National Centre for Volunteering listing the tax-free mileage rates published by the Inland Revenue. Explains what records volunteers and organisations need to keep.

Volunteer drivers (IR122): a free 13 page leaflet from the Inland Revenue written for volunteer drivers. Includes detailed guidance on how to work out if tax is due on expenses. Available free from Tax Enquiry Centres and Tax Offices or the Inland Revenue Information Centre, Ground Floor, South West Wing, Bush House, Strand, London WC2B 4RD. Tel. 020 7438 6420/6425.

Volunteer expenses: a free two page summary of the good practice issues involved in reimbursing volunteer expenses extracted from The Good Practice Guide. Available from the Information Service at the National Centre for Volunteering.

All the Centre's information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

April 1999

Volunteers and welfare benefits expenses and tax

Volunteering can sometimes affect your entitlement to Jobseeker's Allowance (JSA) and Incapacity Benefit. But if you follow a few basic rules and good practice you can carry on with your voluntary work and still receive your benefit.

This information sheet gives general guidance. However, for the sake of brevity and simplicity, it does not cover all situations. For more detailed guidance, see the Further Information section at the end, or contact a Citizens' Advice Bureau or your social security office. It may be particularly worthwhile to get independent advice before completing the "Helping you back to work" form.

Jobseeker's Allowance

To qualify you must be available for work and actively seeking work

Available for work

To be available for work, a volunteer must be willing and able to attend a job interview, or start a job, at 48 hours notice. **This means that you can volunteer during the day and still be available for work provided you can rearrange or drop your volunteering.**

Only volunteers who give a commitment to volunteer for a minimum period, say for three months at a time of day that could stop them from taking paid work, may lose their right to JSA because they are no longer available for work.

You will also be considered as available for work if you are volunteering at a residential work camp in Great Britain for up to two weeks once a year, or if working in an organised group at emergencies, eg staffing a lifeboat. **What you should do:** You should tell the people for whom you are volunteering that you may be asked to attend an interview or start a job at 48 hours notice. In practice interviews and jobs are rarely arranged so quickly. It can make your claim more straightforward if you can be contacted about a job opportunity while doing your voluntary work.

Actively seeking work

You are only entitled to JSA for each week during which you have taken reasonable steps to find a job. 'Steps' include applying for a job, answering advertisements and registering with an agency. What is reasonable will depend on your skills, abilities, training and previous employment. The onus is on you to show both what steps you have taken in any week, and that such steps are reasonable in your case.

JSA claimants are only entitled to JSA for each week during which they have taken reasonable steps to find a job. Voluntary work is not considered to be a 'step'. However, in considering whether the steps a volunteer has taken are reasonable, the Employment Service must consider all the circumstances of the individual case including time spent in voluntary work and the extent to which it may improve your prospects of finding employment.

No maximum hours: There is no stated limit as to the number of hours a week you can volunteer when claiming JSA, provided you meet the above conditions. Some people mistakenly believe that there is a limit of 16 hours. In practice, however, it will probably be unusual for someone volunteering full-time to meet the requirement to be actively seeking work.

Telling the Job Centre

You should inform the Job Centre that you are undertaking voluntary work. Staff there have considerable discretion in applying regulations. It is therefore important to create a positive relationship and to explain how volunteering can help you to get paid work. A letter from the volunteer organiser to the Job Centre may be useful. This should state:

- the type of payments you receive
- that you have discussed methods of seeking work with the volunteer organiser, that you may be contacted on a stated telephone number and that the organisation will do its best to pass on messages to you
- that the organisation understands and accepts that you have to give up volunteering at a maximum of 48 hours' notice
- that volunteering will help you to develop skills, get a reference for job applications, etc.

While local interpretation can make the system more flexible it may also lead to inconsistencies. The Centre is always pleased to advise and work with people who are having difficulties with benefits, so do let us know of any problems.

Definition of voluntary work

Voluntary work is work for a not-for-profit organisation, or work for someone who is not a member of your family, where only reasonable expenses are paid.

Incapacity benefit

Since October 1998 there is no limit to the number of hours someone on Incapacity Benefit can volunteer.

The fact that you are volunteering does not call into question your entitlement to Incapacity Benefit, except in 'exceptional circumstances'. But you should tell your local benefit agency before you start your voluntary work and receive confirmation that you will be allowed to do the work. They may wish to contact the organisation you are working for to confirm your hours and the fact that you are working on a voluntary basis.

Expenses

The National Centre for Volunteering believes that all volunteers should be able to claim back any money spent in the course of their voluntary work. No one should be out of pocket through volunteering or put off voluntary work because they can not afford to do it.

These are some of the expenses you can claim without affecting your entitlement to benefit or the amount you receive:

- travel to and from the place you volunteer
- travel while volunteering
- meals taken while volunteering
- post and phone costs
- care of dependants (eg children, elderly parents) while volunteering
- the cost of protective clothing

However, problems can arise if volunteers are paid more than their actual out of pocket expenses. If you are given sessional payments, pocket money, honoraria or lump sums that exceed your expenses, you will be classed as a 'paid' volunteer. This has two consequences:

- your benefit will be reduced for any week in which you receive more than the £5 - £15 earnings disregard (depending on your personal circumstances).

For example, if your actual expenses are £24 a week and your organisation pays a set allowance of £25 a week to cover travel to work and meals, your benefits will be reduced by £25 less your disregard. In effect you are not entitled to any expenses, only to your disregard.

- you have to pay tax on all personal expenses.

The Centre has a free form, agreed with the Department of Social Security, to enable people on benefits to record their out of pocket expenses. Telephone or write to the our Information Service to request a copy.

Driving your own car

The Inland Revenue has laid down how much you can claim in expenses per mile without becoming liable to tax. Rates vary according to the size of car and the number of miles travelled. Please contact our Information Service for details.

Notional earnings rule

Under the notional earnings rule, the benefits office may treat you as having income you do not in fact receive. This is very unusual. They can do so if they consider that it would be reasonable to expect payment.

Taxation

Lump sums and frequent honoraria can be classed as taxable earnings (see 'Expenses' above) so it is better for both the voluntary organisation and the volunteer if actual out of pocket expenses are refunded. The payment of a genuine honorarium, i.e. a single payment as a mark of gratitude for services as a volunteer, should not be classed as income and will not be taxable.

If you have followed all the rules and still have problems...

Call the National Centre for Volunteering's Information Service.

All these rules are subject to interpretation by staff at the Job Centre and elsewhere. If you think that your case has not been dealt with fairly or you have problems with benefits or tax please contact us. It is important for us to know when problems arise so that we can seek change or clarification of rules by the government departments concerned.

Further information

'Volunteers and Welfare Benefits. Guidance Notes' by Jonathan Dawson. The National Centre for Volunteering 1997, 22 pages, price £5. Detailed coverage of the issues raised in this information sheet. Written for volunteer organisers.

All the Centre's publications can be ordered by telephone, post or on-line at:

www.volunteering.org.uk/publications.htm

Volunteer expenses and tax. National Centre for Volunteering. A free three page information sheet.

WK4 – Financial help if you are working or doing voluntary work. Benefits Agency/Employment Service. Contains some information on JSA not included in this information sheet. This leaflet is currently being reprinted but is available on the DSS website at: www.dss.gov.uk/publications/2000/index.htm

JSAL7 (Rev) Jobseeker's Allowance. Voluntary work when you're unemployed and it needn't affect your benefits! Employment Service. This leaflet is currently being reprinted.

All the Centre's information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

Volunteering While Jobseeking

The Centre has convened an ad-hoc Working Group on Volunteering and Welfare Benefits since Jobseekers Allowance (JSA) was being planned in 1996. It has been campaigning to make the regulations for jobseeking volunteers more friendly and interpreted more consistently.

Many jobseekers perceive that staff in Jobcentres and Benefits Offices are likely to ‘hassle’ them over their voluntary work and stop their JSA and other benefits. They are not usually perceived as places where volunteering is encouraged.

In March 1997 a leaflet (JSAL7) was designed and produced by the Department for Education and Employment (DfEE) for use by those working with jobseeking volunteers: **Voluntary work when you’re unemployed — and it needn’t affect your benefits.** It pointed out the benefits of volunteering for jobseekers and said: *“It needn’t affect your benefits”*.

Although there has been some improvement since then, problems are still being experienced by jobseekers and reported to the Centre’s help-desk on a weekly basis.

Current Issues

In autumn 1998 another round of discussions with the Employment Service (ES) and other senior officials started. This picked up on three issues acknowledged in correspondence between the Centre’s Acting Director and Secretary of State David Blunkett:

- Lack of clarity and flexibility in internal ES guidelines, leading to inconsistent interpretation of JSA regulations
 - The need for greater awareness of the positive role that voluntary work can have in the job-search process
 - ‘Sign-posting’ of volunteering opportunities in Jobcentres
- In all three areas, we can now report progress.

Guidelines

All the proposals that the Working Group submitted to ES have been accepted. Some merely concerned clarity of wording; others required significant changes to the way in which ES front-line officials interpret regulations. These are the main changes in the three stages at which a jobseeker meets with officials:

New Jobseekers Interview.

- Paragraph 316 includes two new reasons why voluntary work may improve a claimant’s chances
- of gaining employment:
- Easier access to information in relevant job opportunities;

- Enhanced jobsearch facilities such as word processing.

Interventions

- Paragraph 5 now includes the key sentence:
*“There are **no limitations on the number of hours a jobseeker may volunteer** provided they remain available for paid employment and actively seek it.”*
- Voluntary work is now dealt with separately from part-time work within the section “Voluntary and part-time work”. Much confusion had arisen because of the way paragraphs had previously been ordered.

Local Office Adjudication

- Paragraph 392 includes a wider range of activities that can be regarded as ‘voluntary work’:
“environmental groups; or community groups, often quite informal.”
- Paragraph 397 crucially now accepts that voluntary work “usually enhances a jobseeker’s prospects of securing suitable employment although, **by itself, it may not constitute an actively seeking ‘step’** into paid work”. (our emboldening)

Training

Our Chief Executive and the Chair of the Working Group met with the ES Board on 20 May and agreed to work together on a programme of awareness training for ES managers and staff. The details of this will be discussed over coming weeks.

Changes to ES distance learning modules dealing with voluntary work have already been implemented. These affect front-line staff.

Sign-posting

Some Jobcentres have for quite a while had boards advertising volunteering opportunities. However due to lack of space this is not always possible. Some may feel it is not desirable, since most volunteers are not jobseekers and would not expect to find opportunities advertised in Jobcentres.

ES is issuing a poster **Volunteer while jobseeking** to all Jobcentres in England. The Centre has designed it and obtained a grant from the Home Office for its production. Organisations may order it from the Centre, individually or in bulk. It was issued initially as an insert to **Volunteering** magazine in June 1998. The poster links to the leaflet JSAL7, which we have found some Jobcentres are still unaware of, which can be ordered from Stationary Office (see footnote)

We are instituting a systematic monitoring of the extent to which these measures work to improve the perception by jobseeking volunteers of official attitudes. Organisations that wish to help with this should contact Andrew Mackie at the Centre.

Benefits Agency

To date, we have been unable to arrange a meeting with Benefits Agency (BA) officials. Problems are still occurring with entitlement to JSA and other benefits.

One problem which we thought had been resolved for volunteers is the so-called Notional Earnings Rule, whereby benefits can be cut if BA officials deem that a wage should have been paid, even though the claimant declares it was not! This is not normally supposed to apply to people working with charities. However, a change has crept into ES guidelines, which indicates to us that the Notional Earnings Rule is still affecting volunteers. In the New Jobseeker Interview volume, paragraph 315 says: “*JSA may be affected if the jobseeker has avoided being paid wages*”

<http://www.volunteering.org.uk/briefl.htm>

West Midlands Regional Museums Council Training Programme

WMRMC aim to provide you with a museum specific training programme which is cost effective and of high quality.

We are also pleased to help all museums in the West Midlands and their personnel in matters of staff training and development. We are able to help you develop a training plan for your museum as well as to advise on a range of training issues.

If you do require any help or support, or have any queries on the training days advertised, please do not hesitate to contact us.

HOW TO USE THE WMRMC TRAINING AND DEVELOPMENT PROGRAMME

Make sure that everyone in your institution sees the programme.

Give careful thought to the training needs of the people with whom you work, their skills and competencies and areas where improvements in knowledge are needed. Our Training Officer is available to assist.

Discuss your own training needs with your Manager - Book early on the form provided with the training programme and include your pre payment.

FEES

Unless otherwise indicated, fees are £30 for WMRMC members, £45 for others (inclusive of VAT and refreshments).

FROM SEPTEMBER 2001 NEW PRICES

Fees are **£45** for WMRMC members, **£60** for others (inclusive of VAT and refreshments).

Bursaries are available to cover the cost of the training event plus £10 towards travel. Volunteers are especially welcome to apply for these. Bursaries can be used to fund training run by other organisations, please contact Mark Hinsley at WMRMC.

No Refund can be made for courses cancelled less than 21 days before due date.

TRAINING VIDEOS - FOR LOAN

Keeping House - A Practical Guide to the Conservation of Old Houses and Their Contents

Produced by the National Trust this video summarises the principles of preventative conservation for historic houses and their contents.

I am a TOURIST!

This video takes an entertaining and informative 'behind the scenes' look at two aspects of the leisure and tourism industry: customer care and marketing. It shows how English Heritage meets the needs of its many visitors and markets itself in the UK's tourism industry.

Ticket to the Past - Planning and running a special event.

An amusing video, giving a 'behind the scenes' look at running a special event from planning through to final evaluation.

Tackling Tourists - An inside guide to visitor management

This video looks at aspects of human resource management, marketing and customer service in action, through the secret wartime tunnels of Dover Castle. With so many other visitor attractions in the area, how does English Heritage persuade tourists to make a trip up to the castle? And what professional skills are used to make each tour a memorable visitor experience?

Manual Handling Toolkit

Very matter of fact video looking at manual handling in a variety of situations. It goes from planning to executing the lifting procedure, with both evenly and unevenly weighted objects. (Comes with OHP and trainer pack)

The Motley Crew

Mel Smith and Griff Rhys Jones take a wry look at team management and working. Amusing and makes the main point for the need for good communication within teams well. (comes with trainer notes)

The Happy Accident

Mel Smith takes a rough ride over customer service issues only to realise the error of his ways. An amusing look at customer service. (comes with trainer notes)

Your Place In Total quality

A look at the whole organisation team, and the part they all play in making a successful organisation. An amusingly groan inducing film which successfully gets the point across. (Comes with OHP and trainer pack)

Websites That Work

From the RNIB this video looks at web accessibility for the visually impaired.

Charity Trustees - The Crucial Guide to Trusteeship

Charity Commission produced to inform trustees of their role and responsibilities. Do your trustees know about their responsibilities?

Missing Links

MDA video on labelling and marking objects. It explains the importance of proper labelling and marking and demonstrates recommended techniques for a variety of collections.

To make use of the loan service for these training videos contact Mark Hinsley at WMRMC. If you have difficulty in showing videos because of lack of video equipment you can also loan an easy to use video/tv for the purpose.

Accreditation of voluntary work

This information sheet outlines the issues involved in accrediting voluntary experience and lists useful addresses and publications for further information and advice. It is aimed at volunteer coordinators who are interested in formally accrediting the work of the volunteers in their organisation. The information on National Vocational Qualifications applies to England, Wales and Northern Ireland. Much of it is also relevant to Scotland and an address for information on accreditation in Scotland is given in the further information section.

What is accreditation?

Accreditation is the formal recognition of the achievements of an individual linked up to some standard, either internal or external to an organisation. It is a process of confirming that someone's performance conforms to standards that are agreed or approved. In making an assessment, a person's previous experience and learning can be taken into account as well as what they currently do as a volunteer. This is called the accreditation of prior learning. An assessor is the person who actually decides whether an individual's performance is up to the required standard.

Why get involved in accreditation?

The possible benefits to volunteers and the organisation are:

For volunteers

- motivation
- increased skills
- increased likelihood of gaining paid work from voluntary experience
- personal development
- recognition of contribution to the organisation

For the organisation

- volunteers who are more effective and skilled in their tasks
- increased retention of volunteers
- easier-to-recruit volunteers
- *improved service/results of voluntary work*

Key issues

Accreditation clearly has a lot to offer volunteers and the organisations that they are involved in. It is very important that you think through clearly what you hope to gain from accreditation, as this will make it much easier to select the most appropriate method for your organisation. There are some key issues to consider before you decide to go ahead:

- Offering accreditation of voluntary work can result in attracting volunteers who may be better educated and doing voluntary work very much as a step towards paid work. You need to make it very clear that accreditation is for anyone and not equate it with formal or written examinations. It needs to be properly presented and explained to avoid deterring people who may have had previous bad experience in education or who are not that confident of their own abilities. If it is handled properly, accreditation can make a positive contribution to equal opportunities by enabling people who may have no or few qualifications to gain in confidence and skills.
- Accreditation can bring assessment and possible success or failure into voluntary work. Some people do voluntary work to avoid these pressures.
- For accreditation to succeed, the volunteer must be performing specific tasks which demonstrate particular skills. This demands a clear role description for the volunteer and may reduce flexibility. You will also need to keep proper records of all activities to provide evidence for accreditation.
- You must be prepared for some costs in time and money.
- Initial costs may be incurred in the meetings and working groups involved. There may be the costs of engaging a consultant to assist in the preparatory stages or of a trainer to run seminars or prepare tutors.
- Continuing costs may include materials and tutor's fees.
- If volunteers pay for National Vocational Qualifications they receive a tax refund at the basic rate.
- Grants may also be available from Training and Enterprise Councils (TECs) or they can give advice on alternative sources of funding.

What are your options?

There are two options open to you if you decide to go ahead with accreditation.

Internal accreditation

This involves offering your own award in recognition of the skills, ability and experience of the volunteer. You will need to set standards to judge against and work out the evidence you will require from volunteers to demonstrate that they have achieved these standards. Volunteers can then be given a certificate outlining their specific achievements.

Internal accreditation can achieve many of the possible aims outlined earlier. It is also cheaper than external accreditation. The main drawback of internal accreditation is that it may lack external credibility which can make it less suited to volunteers who are doing voluntary work as part of their career development.

External accreditation

This involves using external criteria to assess your volunteers. Rather than drawing up your own list of necessary skills and competencies, you can use ones produced by an external recognised awarding body. This guarantees that standards have been defined and that the assessment of skills and competence is rigorous. External accreditation has more status for the volunteer. It is also more likely to be impressive to potential employers than an internal accreditation scheme.

However, there are some organisational issues which need to be overcome before it can be successfully implemented. To achieve the relevant criteria of external qualifications, volunteers may well have to complete tasks which are not in their role description and perhaps not readily available in your organisation. A possible solution to this is to liaise with other volunteer involving organisations in your area to pool volunteer tasks. Your local Training and Enterprise Council (TEC) (address in telephone book) or Council for Voluntary Service should be able to give you information about other organisations offering accreditation. Most organisations offering external accreditation will be getting involved in National Vocational Qualifications, so it is important to have a basic understanding of their role.

National Vocational Qualifications (NVQs)

These arose from a governmental review of Vocational Qualifications in 1986. They are designed to accredit the knowledge and skills that people can demonstrate through work experience. They are composed of 'elements of competence' which describe the skills, knowledge and understanding required to meet a defined standard. These elements are grouped into units, which in turn are grouped into NVQs, each of which has a title and a level. They are designed to be extremely flexible and it is possible to do just one unit from an NVQ. There is not a specific NVQ for volunteers but many of the tasks that volunteers undertake would enable them to gain all or parts of an NVQ in different subjects, e.g. Advice and Counselling or Management.

Assessment involves producing evidence to enable the assessor to judge whether the candidate is competent. This will involve demonstration (observation of work-based activity), completed work, supplementary evidence e.g. oral questions, and the accreditation of prior learning.

Assessment is carried out by centres approved by an awarding or examining body, for example education centres and Social Services Departments. Voluntary organisations can also become assessment centres, either in their own right or as part of a consortium.

Any organisations offering NVQs must set aside resources to:

- allow candidates the time and work space to collect evidence, undertake training and have contact with advisors and assessors.
- enable qualified and/or experienced staff to become advisors and assessors.
- develop policies and practices which generate evidence to meet the required standards.

Open College Network

The Open College Network (OCN) offers accredited training designed to overcome the anxiety some people have about the more formal aspects of training. The emphasis is on high quality, accessible learner-centred training rather than on the qualification. The learning programmes are designed for the specific working role or interests of learners and are locally accountable.

Learners receive a certificate showing the learning outcomes they have achieved at nationally recognised levels of study. OCN certificates recognise learning achievement rather than competence in a work task, as is the case with NVQs. OCN certificates are currently not as widely recognised by employers or colleges.

The Sharing Credit Project (SCP) is developing training through the OCN. SCP is a consortium of voluntary sector organisations including the National Association of Volunteer Bureaux and the National Association of Councils for Voluntary Service. SCP can offer information and advice to voluntary organisations. See the Further Information section for contact details.

Welfare benefits and NVQs

Unemployed volunteers who are working towards an NVQ through their voluntary work should still be eligible for Jobseeker's Allowance, if they fulfil the necessary conditions of being available for work and actively seeking work. NVQs are deemed as 'unadvanced education' by the Department of Social Security and as such should not affect benefit entitlement. If volunteers come across any problems with their benefits, they should contact the information service at The National Centre for Volunteering for advice.

Making a start

Whatever type of accreditation you choose, it is important to consult within your organisation the reasons and implications for getting involved in accreditation. Remember to involve volunteers in this process. Your local Training and Enterprise Council will be a good place to start for advice on how to start an accreditation programme and the organisations and publications given below will also be able to provide further guidance and information.

Further Information

Useful Addresses

Qualifications and Curriculum Authority
222 Euston Road
London NW1 2BZ
Tel 020 7387 9898

Scottish Qualification Authority
Hanover House
24 Douglas Street
Glasgow G2 7NQ
Tel 0141 248 7900

London Open College Federation
Unit 15
Angel Gate
326 City Road
London EC1V 2PT
Tel 020 7278 5511

National Training Organisation
Regent's Wharf
8 All Saints Street
London N1 9RL
Tel 020 7713 6161

Bibliography

Show what you know: helping youth and community workers build a portfolio of their experience and learning. Warren Redman and Alan Rogers. The National Youth Agency, 17-23 Albion Street, Leicester LE1 6GD. Tel 0116 285 6789. Price £7.95.

Certificate for volunteers. Southampton City Council and Southampton Council for Community Service. Obtainable from Southampton CCS, 18 Oxford Street, Southampton SO1 1DJ. Tel 023 8223855. Price £5.00.

Credit where credit's due. Tim Spinks, Wales Council for Voluntary Action, Head Office, Baltic House, Mount Stuart Square, Cardiff CF10 5FH. Tel 029 2043 1700 Price £7.50 - voluntary organisations; £10 - statutory and private bodies.

Negotiating the maze: an implementation guide to S/NVQs in care for voluntary organisations. The National Council for Voluntary Organisations, Regent's Wharf, 8 All Saints Street, London N1 9RL. Tel 020 7713 6161. Price £15.00.

Certificate in interpersonal skills for volunteers. A distance learning course lasting from 36 weeks to 2 years. Free to anyone out of paid employment for 12 months or otherwise £120. Personal Development Unit, Centre for Educational Development, University of Wales, Lampeter, Ceredigion SA48 7ED. Tel 01570 424785.

All the Centre's information sheets are at: <http://www.volunteering.org.uk/sheets.htm>

November 1999

ISSUES IN VOLUNTEER MANAGEMENT

A report of a survey

Introduction

In 1998 the Institute for Volunteering Research carried out a survey to identify key trends in the organisation of volunteering and to see how the managers of volunteers view the future in terms of their own organisation and volunteering in general. The survey covered some of the same ground as an earlier survey by the National Centre for Volunteering in 1993, which allows us to determine trends in some areas.

Findings

The organisation of volunteers

There has been speculation that volunteering has become more formalised in recent years, with an increasing array of management systems and procedures. The survey examined some of the areas in which more formal practices have occurred:

- Four out of five volunteer-involving organisations have a designated volunteer co-ordinator/manager or equivalent post. This shows little change from the 1993 survey in which 77 per cent had such a person in place. The survey reveals that organisations that had such a post are likely to have more volunteers than those that do not. A half of organisations with a volunteer management post have 50 or more volunteers, compared with just over a third of organisations that have no such post.
- There has been an increase in the number of organisations that have a written volunteer policy or practice and procedures handbook, with 85 per cent of organisations now having such a policy, compared with 65 per cent in 1993. The majority of organisations also have equal opportunities and health and safety policies and make use of application forms and interviews for selecting volunteers.
- Most organisations have systems in place for supporting (94%), supervising (90%) and disciplining (74%) volunteers.
- A majority of organisations have procedures for evaluating volunteers' work (59%), managing staff/volunteer relationships (55%) and moving volunteers to new tasks (54%), while over a third of organisations (36%) have procedures in place for counselling volunteers.
- Most volunteer-involving agencies provide training both on the job (87%) and through training courses (66%). Almost a half of organisations (47%) offer their volunteers some form of accreditation or certification for their work or training accomplished.
- Almost a third (31%) of organisations use a method or formula to value the contribution of their volunteers in terms of time and money. Most organisations use figures based on the commercial rate for the job or an unspecified flat rate, although a small number use the Volunteer Investment and Value Audit equation.

- There are encouraging signs that most organisations accept the fact that volunteers should be reimbursed for expenses with 93 per cent of organisations paying for or refunding travelling expenses to and from the place of work and 70 per cent doing so for volunteer drivers. Fewer organisations (54%) reimburse the cost of meals whilst at the place of work.
- Volunteer organisations are also shown in a positive light when it comes to offering practical help and advice to volunteers. Most (77%) make insurance arrangements for volunteers and over half (53%) give advice to unemployed volunteers on skills development. Some agencies also provide advice on social security issues (42%), Inland Revenue matters (23%) and general legal issues (17%).
- Despite the trend towards formalisation, the vast majority (95%) of organisations still use word of mouth to recruit volunteers, while 75 per cent made use of their local volunteer bureau and 65 per cent used direct advertising or the press.

Volunteering and diversity

Findings from the survey reinforce evidence from previous studies in showing that many groups are under represented as volunteers:

- Just over a half (53%) of organisations believe they have volunteers who represent a good cross-section of their local community. Groups working in the housing and homelessness sector perceive themselves to be the most representative with 71 per cent saying that they have a good cross-section.
- Of the organisations that admit they do not reflect their local community the group most commonly seen as being over represented is retired or older people. This result is surprising as, although The 1997 National Survey of Volunteering showed an increase in volunteering by older people, it also found that it was people between 45 and 54 who were the most likely to volunteer. Women and white people are also seen as being over represented by respondents, a finding that reflects the long held stereotype of the typical volunteer.
- Young people and people from ethnic minorities are the two groups most often seen as being under represented, followed by men and people with disabilities.
- Young people also come out on top in terms of the group most organisations would like to target in recruitment.

It would seem that volunteer-involving organisations are still failing to attract significant sections of the community. The fact that organisations are at least aware of the situation and that many are thinking about targeting under represented groups is encouraging.

Not so encouraging is the fact that many organisations actually implement policies that discriminate against volunteers on the grounds of their age:

- One in five organisations have an upper age limit that is in the majority of cases set at 70, 75 or 80. Several organisations claim such limits apply specifically to drivers and are for insurance purposes.

- **Over a half of** organisations have a lower age limit on volunteers and of these organisations 40 per cent would not allow anyone under 18 to volunteer. This pattern is reflected across all types of organisation.

Employer-supported volunteering

Recent efforts to promote employer-supported volunteering appear to have paid off with an increase in the proportion of volunteer-involving organisations in such schemes:

- A quarter of organisations have been involved in an employer-supported volunteering initiative compared with 16 per cent in the 1993 survey. Volunteer placement agencies and community development organisations are the most likely to participate in an employer-supported volunteering scheme.

Opinion appears to be polarised on the issue of whether employer-supported volunteering would have a major impact. Looking to the future, 42 per cent of respondents see the schemes as growing in importance but a third believe they will remain on the margins of voluntary work.

Looking to the future

Despite the fact that most organisations predict an increase in the number of volunteers in the future, a large proportion (41 %) believe it will become harder to recruit volunteers over the next five years. This is in marked contrast with the 1993 survey, in which less than a quarter of respondents thought it would be more difficult to recruit in the next five years with an equal number believing it would be easier:

- One in five respondents quote the government's New Deal/Welfare to Work programme as being a reason why they will find it difficult to recruit volunteers in the future. Much of this concern relates to the fear that the New Deal may draw people away from voluntary work and may get confused with real volunteering.
- Other reasons given were lack of time amongst potential volunteers, difficulties in claiming benefits, increased competition amongst volunteer-involving organisations and declining unemployment in certain areas. Most organisations see a combination of such factors contributing to difficulties in future recruitment.

In looking at more general concerns respondents raise a variety of policy issues they would have to tackle during the next five years:

- The top three issues are criminal record checks and vetting procedures for volunteers, the New Deal and the perennial issue of funding.
- Other issues raised by organisations are the impact of the contract culture and legal issues as well as more practical concerns such as recruitment and the role of management committees.
- Most organisations (76%) are optimistic about the future of volunteering, a figure similar to that of the 1993 survey. This optimism was consistent across all types of organisation.

Conclusion

The survey of volunteer-involving organisations identifies key issues that need to be addressed by practitioners and policy makers alike.

Volunteer management appears to be becoming increasingly formalised. Against this background there is currently a debate about the possibility of setting up a professional association of volunteer managers.

Despite a more professional approach being taken towards managing volunteers many organisations are still failing to attract significant sections of society into voluntary work and some are still adopting policies that actively discriminate against people on the grounds of age.

On the issue of employer-supported volunteering it is apparent that there is growing interest in the idea although there is still plenty of scope for development.

There is however concern over the current government's Welfare to Work and New Deal policies and their possible effect on volunteering. In the minds of many people the distinction between government support for volunteering and its desire to get people back to work is blurred.

Despite some of the issues and concerns raised here the survey shows volunteer-involving organisations to be in a reasonably up- beat state both in terms of their own future and that of volunteering.

Methodology

A questionnaire was sent out to 1,200 volunteer-involving organisations. The majority of the sample was drawn from the databases of the National Centre for Volunteering and from the top 200 UK charities (in terms of income) as listed in the Charities Aid Foundation's *Dimensions*. The nature of the sample means that some of the findings have to be qualified by the fact that the responding organisations are likely to be more aware of current issues in volunteering.

Five hundred and forty-seven responses were received. The vast majority of these (85%) were from organisations in the voluntary/not for profit sector, with 14 per cent from the statutory sector and 1 per cent from private organisations. This breakdown mirrors that of the earlier survey. The majority of respondents (62%) were independent local organisations but there were also branches of national agencies as well as national and regional bodies. Various activities were covered by the organisations surveyed, the most common being: the giving of advice and information, placement of volunteers, health and community development.

Institute for Volunteering Research, England.

<http://www.volunteering.org.uk/ivr/issues.htm>

Employer's guide to Employee Volunteering

Half the entire population - 22 million people of working age – already volunteer in the UK. They contribute a startling 88 million hours a week to improve education, homelessness, the environment and many other causes. One of the strongest, and most exciting, current trends is the number of companies backing their employees to volunteer.

In the past companies have usually given money. So why is there now a surge in interest in volunteering? To some extent it is because government is encouraging business to become more involved in solving social problems, and companies are realising there are links between their profitability and the wellbeing of their community. But the main reason is that there are clear benefits for the company and its staff – especially in skills development, team building and enhanced public image and self-confidence.

What then is employee volunteering? Here's what Marks & Spencer, Whitbread, Barclays and a host of smaller companies are doing:

- **Challenge events**

One off high energy 'Challenge Anneka' style. A staff group use their ingenuity and energy to complete an assignment to a tight timescale. Challenges can generate a lot of energy and excitement. How would you refurbish a youth club or build a pond in one weekend?

- **Projects**

This is a longer term challenge. An example is a clearly defined project to develop a business plan for a voluntary sector organisation. It could be carried out by either an individual or a group.

- **Ongoing partnership**

This could involve a rota of employees volunteering in a project, such as giving lifts to hospital patients. An ongoing partnership takes more commitment but brings the satisfaction of a deeper understanding and connection with an issue and the people affected by it.

- **Board membership**

Employees with specialist skills serving as school governor or charity trustee. This provides good experience at developing policies and strategies.

- **Fundraising**

Many companies 'adopt' a charity and employees think up ways they want to fundraise.

The business case

Successful volunteering brings benefits – often completely unexpected - to all involved, including the company and its staff:

- Improved staff skills and confidence through carrying out new roles and responsibilities
- Higher staff morale and pride in the company – leading to easier recruitment and retention
- Enhanced company profile and image with customers
- Teambuilding as new roles and relationships are negotiated
- Improved links and communications across departments and hierarchies
- Creation of networks with potential clients and business partners

How can employers help?

Employees usually do most of the work to set up and maintain the volunteering programme. Employers can play a valuable role by encouraging staff and providing practical assistance. Company help with time tends to be more helpful than either cash or gifts in kind.

- Consider having a board member or senior manager who oversees the process
- Agree the overall strategy at Board level
- Provide time for an individual or group to co-ordinate and organise events
- Provide links with voluntary organisations and information about opportunities
- Offer practical help with resources such as photocopying, meeting rooms, training and vehicles. A modest budget is vital to meet administrative and travel expenses.
- Encourage staff through line management, team meetings and positive publicity
- Consider offering flexible working, or even some time to volunteer
- Matching the amount employees fundraise (perhaps with a maximum!)

How to start a work-based volunteer scheme

Setting up a volunteer scheme requires planning, as with any business development:

- Win the commitment of management right up to Board level. If senior managers set a personal example, so much the better.
- Develop a policy on volunteering, covering the purpose of the volunteering scheme, and clear guidelines on the extent of practical support. A volunteering strategy benefits from all the good management practices common to any other project, including line management and evaluation.
- Establish central co-ordination, ideally a person or group who enthusiastically ‘champions’ the project.
- Ownership by staff is important. The message from the employer should be “we support you in what you want to do”, not “we think you should be doing this”. This approach pays off in the long run.
- Start small and build up, learning along the way.
- Build on the volunteering employees already do. Consider also the social issues or problems in your area.
- Marketing is crucial. Emphasise the benefits for staff, such as personal development and enjoyment. Do they know research proves volunteering is the second greatest source of joy in leisure, after dancing?
- Start with staff who are already motivated. They will pass on their interest to colleagues and word of mouth is far and away the most successful way to recruit volunteers.
- Invite a speaker from the voluntary sector who can inspire interest and action.
- Spread the message through company newsletters, e-mail, intranet and noticeboards.
- It can be very useful to have someone outside the organisation with whom you can talk through any problems and get objective advice. A volunteer bureau (see below) could fulfil this role.
- It’s important to have good liaison with partner voluntary sector organisations. Both parties need to get to know and understand each other, both at a personal and organisational level. Both the charity and business sectors are diverse, yet each has stereotypes that may not be accurate or helpful.

Useful organisations

Business in the Community (BITC)

BITC assists its 400 member companies to make a significant impact in the community through advice, training, consultancy and networks. Projects include a national network of professional firms that offer their services free; and brokering a variety of volunteering including secondments, individual and team project assignments, short challenges, mentoring and board positions. Contact: Anette Carrol, BITC, 447C 4th Floor, Michael House, 47-67 Baker Street, London , W1V 8EP. Tel: 0870 600 2482 . Website: www.bitc.org.uk

Community Service Volunteers

CSV creates and brokers volunteering opportunities. It uses that experience and a nationwide network of staff to facilitate and develop one-off team tasks and regular volunteering for employee volunteering projects. It helps companies to work together with organisations that involve volunteers. CSV Employee Volunteering uses its database of volunteering opportunities to develop project models appropriate to ESV.

Contact: Margaret Burden Director of Innovations, CSV, 237 Pentonville Road, London N1 9NJ
Tel: 020 7278 6601 Website: www.csv.org.uk

Employees in the Community Network (EiTCN)

Offers professional support through networking, policy discussion, presentations on good practice, project visits, information sharing and a handbook on employee community involvement. Open to managers with a national or regional responsibility for employee volunteering in private, public and voluntary sector organisations. Contact: Cathy McBain, National Centre for Volunteering, Regent's Wharf,

8 All Saints Street, London N1 9RL Tel: 020 7520 8959 E-mail: cathy.mcbain@thecentre.org.uk
Website: www.volunteering.org.uk/eitcn.htm

Make a Difference Day

A chance for everyone to volunteer. An ideal opportunity to offer employees a taste of community activity for the first time. Takes place on one Saturday each October. Provides details of projects participating in your area and publicity and merchandise. Contact: Hannah Arbeid, Community Service Volunteers, 237 Pentonville Road, London N1 9NJ Tel: 020 7643 1330

Volunteers week

A UK-wide campaign celebrating volunteering, it provides a high-profile opportunity to Recognise, Reward and Recruit volunteers. Runs from 1st to 7th June and is backed by an ideas pack and merchandise. Contact: Fiona Shadbolt/Karolyn Andrews, National Centre for Volunteering, Regent's Wharf, 8 All Saints Street, London

N1 9RL Tel: 020 7520 8932 E-mail: karolyn.andrews@thecentre.org.uk

Website: www.volunteersweek.org.uk

National Centre for Volunteering

Promotes volunteering in England through training, advice, publications, research, events and campaigning. Hosts the Employees in the Community Network (see above). Publishes 'Volunteering' magazine. Runs a one day training course in employer supported volunteering.

Contact: National Centre for Volunteering, Regent's Wharf, 8 All Saints Street, London N1 9RL
Tel: 020 7520 8900
Website: www.volunteering.org.uk/ev.htm

Equivalent organisations in other parts of the UK are:

- **Volunteer Development Agency**, Annsgate House, 70-74 Ann Street, Belfast, BT1 4EH Tel: 028 90236100 E-mail: info@volunteering-ni.org
Website: www.volunteering-ni.org
- **Volunteer Development Scotland**, 72 Murray Place, Stirling, FK8 2BX
Tel: 01786 479593 E-mail: vds@vds.org.uk Website: www.vds.org.uk
- **Wales Council for Voluntary Action**, Baltic House, Mount Stuart Square, Cardiff Bay, Cardiff CF10 5FH Tel: 029 20431700
E-mail: enquiries@wcva.org.uk Website: www.wcva.org.uk

Volunteer bureaux

There are over 500 volunteer bureaux in England alone, usually based in a local authority area. Activities include brokering volunteers and volunteer opportunities. They are usually the most comprehensive source of information on available volunteering opportunities. They may also actively develop volunteering opportunities and play a strategic role in promoting volunteering opportunities. A few bureaux have a worker specialising in employer supported volunteering. Contact: National Association of Volunteer Bureaux, New Oxford House, 16 Waterloo Street, Birmingham B2 5UG Tel: 0121 633 4555 Website: www.navb.org.uk

business community connections (bcconnections)

The aim of the organisation is to promote business involvement in charitable community causes. They offer two services—an interactive resource centre website and a strategic consultancy service—based on the belief that more companies would get more effectively involved in community activity if they had access to comprehensive information and advice about community involvement, and potential partners to approach. Contact: www.bcconnections.org.uk

Do-it.org.uk (YouthNet UK)

An internet database of UK volunteering opportunities from 250 volunteer bureaux and national charities. Do-it.org.uk is published by YouthNet UK, the technology charity behind TheSite.org, a website for young people.

Do-it is for people of all ages and is free to would-be volunteers and also organisations wishing to post their opportunities. Tel: 020 7925 2530 Fax: 020 7925 2830 E-mail: do-it@thesite.org
Website: www.do-it.org.uk

Timebank

This is an exciting new national movement to encourage people to give their time and get involved in their local communities. At the core is a series of BBC radio and television programmes. These programmes will be supported by access to a telephone hotline, a website and nationally distributed leaflets promoting the campaign. If you would like to talk or want to arrange a meeting to discuss ideas and look at ways in which you might get involved please contact: Timebank, Mezzanine Floor, Elizabeth House, 39 York Road, London SE1 7NQ Tel: 020 7401 5420 to register your interest.

Fax: 020 7401 5421 Website: www.timebank.org.uk

Publications

Employer-supported volunteering – a guide for employers

Covers all the issues involved in setting up and maintaining a volunteering programme. Consists of an overview and 3 pages on each of six stages, including creating the vision, communication, setting the strategy, developing new programmes and evaluation.

National Centre for Volunteering, 1996. £24 including post and packing.

All the Centre's publications can be ordered by telephone, post or on-line at:

www.volunteering.org.uk/publications.htm

Periodicals

Corporate Citizen Magazine

Is a general publication of corporate community involvement, bringing up to date information on who's doing what and why in this growing area. Contact: Alison Benjamin, Editor Tel: 020 7945 6130

Community Affairs Briefing

Covers corporate responsibility including employer supported volunteering. Published six times a year. Subscription £255 for companies from The Corporate Citizenship Company. Contact: Mike Tuffrey, Editor Tel: 020 7287 6676.

All the Centre's information sheets are at: www.volunteering.org.uk/sheets.htm

August 2000



Impact of the Human Rights Act 1998 on Voluntary Organisations

An NCVO briefing

August 2000

Contact: Pauline Graham
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Impact of the Human Rights Act 1998 on voluntary organisations

Are you ready for the Human Rights Act? It means good news for all UK citizens but will it also bring new responsibilities for your organisation? This briefing aims to help you find out if your organisation will be affected and how to prepare for the changes the Human Rights Act will bring if it is.

Background

The Human Rights Act 1998 comes into force on 2 October 2000. The Act brings home to the UK the rights and freedoms set out in the European Convention on Human Rights, which the UK signed back in 1951. Although there is nothing new about human rights, what is new is that from 2 October UK citizens will be able to enforce those rights in UK courts, instead of having to take a case to the European Court of Human Rights in Strasbourg. This will make enforcing those rights more effective. What is also significant about the Human Rights Act is that it makes it unlawful for public authorities, including private bodies that carry out public functions, to act in a manner that is incompatible with the Convention rights. This will include some charities and voluntary organisations.

A Human Rights Unit, based at the Home Office, is the key body for implementing the Act and all government departments have Human Rights champions as a point of contact. Dissemination of implementation material is through the relevant government department, which should have made contact with those voluntary organisations affected by the Act for which they have lead responsibility. But your organisation may not have already been identified as a "public authority" for the purposes of the Act and you may be unaware of the implications this will have for what you do and the way that you do it.

What is meant by Public Authorities?

The Human Rights Act 1998 places an obligation on public authorities to act compatibly with the Convention Rights. Voluntary organisations which have functions of a public nature (powers or duties) are likely to fall within the definition of a public authority and be required to comply with the Act. An obvious example is the NSPCC, which has powers to bring care proceedings in respect of children. These are public functions, powers and duties to act for the public good. Equally, where a voluntary organisation provides services under contract to a statutory body (eg a local authority or health authority) or where it works in partnership with other agencies to provide government funded services, it is likely to fall within the remit of a public authority. It may even cover organisations that receive the majority of their funding from public sources, or grants for services previously (or sometimes) provided directly by the state.

The Act deliberately does not explain the meaning of 'public authority' or 'public function' in detail. It will be for the courts to interpret the Act and to decide what are 'public authorities' and 'public functions' and what are not.

What we do know is that it covers three broad categories:

- Obvious public authorities such as a Minister, a Government Department or Agency, local authorities, health authorities and trusts, the armed forces and the police, prison and immigration authorities and public prosecutors. (Everything these bodies do is covered by the Human Rights Act.)

- Courts and tribunals.
- Any person or organisation which carries out some functions of a public nature. Sometimes only part of an organisation would be considered a public authority under the Human Rights Act. Railtrack, for example, is considered a public authority in relation to its work as a safety regulator for the railways, but not when acting as a commercial property developer. (This category includes some charities and voluntary organisations.)

Private bodies with public functions

The Human Rights Act applies to private bodies that have some public functions. Examples of such bodies include:

- privatised utilities that exercise public functions;
- regulatory bodies;
- professional bodies in their regulatory capacities;
- charities and voluntary organisations which carry out public functions for central or local authorities (for example those running residential homes);
- private or independent schools;
- bodies which are legally public corporations.

Charities and other voluntary organisations do not fall within the definition of a public authority for the purposes of the Human Rights Act by virtue of their being charities or voluntary organisations. However, some voluntary bodies that appear to be aimed at the individual may in fact be carrying out a public function if they are doing work that would normally be the responsibility of central government or a local or health authority. Many charities and voluntary organisations carry out public functions, either on behalf of, or in partnership with, other authorities. In many cases local authorities have stopped carrying out certain public functions themselves and have entered into contracts with private organisations to carry them out for them. Many of these organisations are charities and other voluntary organisations.

The work a voluntary organisation does for or on behalf of another authority will be considered a public function for the purposes of the Human Rights Act. Such work must be carried out in a way that is compatible with human rights. As it appears likely that local government work will continue to be entrusted to voluntary bodies in this way, more and more voluntary and charitable organisations will fall within the scope of the Human Rights Act.

Examples of charities with public functions might include:

- residential homes;
- hospices
- healthcare and advice centres;
- child care agencies;
- housing associations;
- family planning, abortion advice centres.

Although it is the functions, i.e. the legal powers and duties of the organisations, which are important in determining whether a person or body is a public authority for the purposes of the Human Rights Act, it is their relationship with the individual which will come under scrutiny when the Human Rights Act is applied because it gives **human** rights.

Even if your organisation is not covered by the definition of public authority, you may still choose to operate within the spirit of the Human Rights Act.

Summary of human Rights

The Convention lists rights in a series of articles, which set out general principles, and protocols, which modify or add procedural detail to those principles. There is more information at the Home Office Human Rights Unit at www.homeoffice.gov.uk/hract/hramenu.htm

Article	Right
2	Right to life
3	Right not to be subjected to torture or inhuman treatment
	Right to freedom from slavery or forced labour
4	Right to liberty and security of person
5	Right to a fair trial
6	No punishment without lawful authority
7	Right to respect for private and family life, home and
8	correspondence
	Right to freedom of thought, conscience and religion
9	Right to freedom of expression
10	Right to freedom of peaceful assembly and freedom of
11	association
	Right to marry and found a family
12	Right not to be discriminated in the enjoyment of the
14	rights and freedoms in the Act
	Exception to rights in Articles 10, 11 and 14 in relation to
16	restricting the political activities of aliens Prohibition of
	abuse of Convention rights
17	Limitation on use of restrictions on rights permitted by the
18	Convention
	Right to peaceful enjoyment of possessions
The First Protocol, Article 1	Right to education
The First Protocol, Article 2	Right to free elections
The First Protocol, Article 3	Abolition of the death penalty except in times of war or
The Sixth Protocol, Articles 1 &2	imminent threat of war

All kinds of rules, procedures and practices can have human rights implications. The Convention has a wide reach and the diversity of the voluntary sector and its involvement with public matters of all types means that most of the rights are likely to be relevant to the work of one organisation or another. For example:

- The right to freedom from inhuman or degrading treatment could be relevant for voluntary organisations providing care.
- The right to a fair hearing is not just about criminal trials but could also be relevant to things like case reviews, complaints and enforcement procedures.
- The right to respect for private and family life will be relevant for organisations running residential homes, in patient helpcare, hospices or domiciliary care.

- The right to freedom of thought, conscience and religion could be relevant in situations where someone's religious beliefs require or prevent them from doing something, like working on a holy day.
- The right to freedom of expression may be relevant for voluntary sector advertising and campaigning.
- The right to freedom of peaceful assembly and of association with others may be linked to opportunities to volunteer, campaigning and freedom to join a union (or not).

No one is sure exactly what the implications of the rights will be until case law has been developed. It is likely that those people who have limited access to redress will seek to achieve rights through the Act. For instance, **21st Century Rights: Challenging benefit decisions in light of the Human Rights Act** is a conference organised by the Child Poverty Action Group on 19th September. Similarly, Help the Aged are considering the campaigning potential of the Act for older people in a lecture on 13th September. The lecture in particular will consider:

- Age discrimination - the strengthening case for British legislation
- Greater choice and control for older individuals in deciding service provision
- Impact of new requirements on service providers
- How individuals and advocacy organisations can harness the Human Rights Act.

Implications for voluntary organisations that are 'Public authorities'

The Human Rights Act makes it unlawful for any organisation (including voluntary bodies that are public authorities for the purposes of the Act) to carry out public functions in a way that is incompatible with the rights and freedoms guaranteed by the European Convention on Human Rights. If everything that a voluntary body does can be regarded as public functions, then it will all have to be done in a way that is compatible with human rights. More commonly though, voluntary bodies falling within the definition of a public authority will have some public and some private functions. Private acts are not covered by the Human Rights Act.

For example, where a charity is raising funds or recruiting staff it is probably acting privately. The point is whether the act is one which is carrying out a public function. In the case of a registered care home the delivery of the care plan is likely to be a public function; the recruitment of the staff is not. In the case of an independent school, decisions about who should supply it with stationery or equipment will be private acts; decisions about the way in which it will provide educational services in the school will be public functions.

The Human Rights Act does not create any new offences. To act unlawfully under the Act does not mean that those running a voluntary body will have committed a criminal offence. Voluntary bodies do not risk prosecution if they have acted unlawfully under the Human Rights Act unless they have at the same time breached the existing criminal law.

However, if a voluntary body does breach the Human Rights Act it would be liable to the remedies available in the courts. Someone may bring a free-standing case against the organisation under the Human Rights Act and could apply to the courts for damages against it. If a voluntary body has acted unlawfully under the Human Rights Act there is the possibility that a charge could be made during the course of other litigation against it. For example, if it were facing some sort of negligence action it is likely that someone would say that there was also a breach of the Human Rights Act. Where a court finds in the complainant's favour, the Human Rights Act requires that any damages

should be assessed in the same way as the European Court of Human Rights. It is not thought likely that astronomical damages will be awarded.

Voluntary bodies that fall within the scope of the Human Rights Act should acquaint themselves with the Convention rights. They may also need to check that their public liability insurance covers the sort of eventuality a breach of the Human Rights Act could bring. The Human Rights Act would not apply if the organisation could not have acted differently because of existing primary legislation.

Critical Implementation Questions

Step one: establish whether your organisation falls within the scope of the Act

What does my organisation do? Considering this will help you work out if there are any public functions involved.

- Does any of it depend on powers from an Act of Parliament or other legislation, such as rules and regulations?
- Was the work - or part of the work you are doing once done by central or local government?
- Is the work something that would be done by central or local government if you did not do it?

Remember, it is only public functions, which are covered by the Act. Private actions are not.

You may need to seek legal advice if it is not clear whether your organisation is covered, or for guidance on implementation.

If your organisation's work meets any of these criteria you should move on to step two.

Step two: Identify the Convention rights that are most relevant to those aspects of your organisation's work that are public functions

See the Human Rights Task Force guidance material for further information on the Convention and Human Rights Act. It is available at **www.homeoffice.gov.uk/hract**

Could what your organisation does interfere with human rights in an unreasonable way which could be challenged?

A Convention right may apply if your organisation's work:

- Involves making decisions concerning a person's private rights or lays down procedures for the determination of cases;
- Affects a person's physical or mental well being;
- Affects a person's private or family life;
- Affects the right of a person to freedom of expression;
- Affects the right of a person or religious organisation to freedom of thought, conscience or religion;
- Affects a person's possessions or his ability to carry on a trade or profession;
- Risks discriminating against people in an area involving other Convention rights.

Step three: identify whether you are interfering with a Convention right and whether the interference is justified

For a Convention right to apply there has to be a civil right to something in the first place. There must also be a *victim* i.e. a person or organisation that is directly affected by an act or decision (or lack of action) by a public authority. If the action or lack of action has no impact on someone personally, or has only a very indirect impact on them, they cannot bring proceedings under the Human Rights Act. You will therefore need to consider:

- Is there a civil right?
- Is there a victim?
- Can interference with the right be justified?
- Is the interference with one person's rights necessary to protect another person's rights (i.e. balance rights)?
- Is interference with the right proportionate to what you are trying to achieve?
- What is the risk of challenge?
- Do you need to change your policies and procedures?

There are three rules that have to be applied if there is to be an interference with a person's rights. These are that any interference:

- can only be "prescribed by" or "in accordance" with the law; (In other words there must be clear legal rules which apply and which justify the interference.)
- must have a legitimate aim;
- must be "necessary in a democratic society". (This implies that any interference must be as small and as reasonable as possible.)

Some rights are not absolute and they can come into conflict with other rights or be subject to limitations at law. For example, a patient at a hospital following a road accident may wish to keep details of their condition private under the right to privacy under Article 8. Newspapers may have a legitimate interest in the road accident and may wish to publish details of the injuries claiming a right to freedom of expression under Article 10. In such a case the hospital has no duty to tell the newspaper what the injuries are and should keep the details private, but if the newspaper did somehow discover what the injuries were it would be for the Courts to decide how the competing rights were to be balanced.

This can be a quite a complicated area of the Human Rights Act. If your organisation thinks some of its procedures are in conflict with human rights it is probably sensible for you to seek legal advice.

Step four: build a respect for the Convention rights into your services, employment practices, volunteering policies and procedures

Carry out a human rights audit of your organisation as set out in steps two and three. Make any necessary changes to your organisation's policies and procedures to ensure compatibility with human rights. Remember that consideration of human rights requires a balance between competing rights and responsibilities. Do not forget your communications literature and ensure that these are compatible too. Train your staff and volunteers to raise awareness of Convention rights. It is particularly important to provide training for front line staff/volunteers who may make discretionary decisions relating to individual's rights.

Step five: Consider the implications of the Act for your campaigning, public policy work and communications strategy

The Human Rights Act will be an important campaigning tool for many voluntary organisations - Amnesty International has already used the Convention to challenge a ban on its advertising. As well as protecting the rights of clients - and enabling test cases to challenge violations of people's rights - the Act gives the Government a positive duty to protect us against violations of our rights by others. Rights based language could become an everyday part of our political culture.

A new Parliamentary Select Committee on Human Rights is to be set up. The terms of reference for this committee are not yet known - but are Rely to be very broad. It could become a focus for lobbying and campaigning work.

So you will need to assess the importance of the Act for your work in parliament, and for your communications material. A good place to start might be with a communications audit: assess the extent to which you mention human rights now. Identify the rights in the Act that are most likely to apply to your audience, and see if there is a way to introduce these in a way which is appropriate to your organisation's culture. Consider your future campaigns and see if there is a way in which you can introduce human rights terminology or ideas into your work.

You will need to be sure that your communications balance rights in a way that mirrors the Act. Most rights are not absolute, but can be limited by a public authority in certain circumstances. And different rights may have to be balanced against one another - like the right to privacy and the right to freedom of expression. For example, children who are excluded from school can claim their right to an education - but this must be balanced against the rights of the remaining children in the class, who also have a right to an education. And it is clear from the Government's communications so far that they see rights and responsibilities as going hand in hand: if you are to claim your rights, you must respect the rights of others. You may want to reflect this in your communications strategy too.

In addition, you will also need to keep up to date with the debates about charities and the Act. The Charity Commission is considering the Act's implications for charity advertising and political activity, as well as the impact that the Act might have on answering the question "what is a charity?"

For organisations working in the field of economic and social rights, as rights based language becomes a more common part of our political life, you may find new ways to present your arguments - or more understanding of the rights language which underpins your work.

Case Study 1: RNIB's implementation strategy

RNIB viewed the Act as a chance to improve their attitudes and behaviour to people, whether customers, staff or the people they work with. Discussions about the Act and its implications for RNIB were conducted at two of their most important communities so that key trustees and all directors have been briefed on the Act and made decisions about the pro-active steps needed to comply.

1. RNIB's trustees and directors identified the services that are covered by the Act and relevant Convention articles.
2. Service managers were trained and initial meetings established a number of areas for consideration. Issues raised included: the effectiveness of procedures when a resident needed emergency medical attention; the fairness of their complaints process; privacy and personal property concerns. Further follow up meetings will work out the practical implications of the Act for RNIB services.

3. RNIB has started to raise general awareness amongst staff through articles in their in-house magazine and has provided fuller briefing for key senior staff. Staff needing further training have been identified and a programme is being developed.
4. RNIB are building the Act into their policies and processes. Policies, which relate to equal opportunities, quality and customer complaints, are being reviewed. Employment policies are also being evaluated with a view to supporting freedom of religious observance, freedom of expression and assembly and how to balance individual privacy in the workplace and accountability.
5. Finally, as a campaigning organisation, RNIB is also considering using the Act to campaign for change and improve the rights and opportunities of visually impaired people. They intend to promote the Act so that visually impaired people are empowered to identify injustices and challenge abuses of rights.

Case Study 2: Leonard Cheshire and the Human Rights Act 1998

Leonard Cheshire is the UK's leading voluntary sector provider of support services for disabled people. The organisation supports over 12,000 disabled people offering flexible services to meet a range of needs. It also supports more than 250 Leonard Cheshire projects in 53 countries around the world.

Leonard Cheshire sees the rights, as outlined in the European Convention on Human Rights and the Human Rights Act 1998, as essential elements in the pursuit of good practice. There is substantial overlap between the Convention rights and Leonard Cheshire core values and policies and the procedures and standards which flow from them. Compliance with these standards and procedures is already a major step towards complying with the Convention rights but it is recognised that it will be necessary to add to them to ensure that all aspects of the Convention rights are being adhered to and upheld.

There have been meetings to discuss the impact of the Human Rights Act on Leonard Cheshire as a service provider and to decide how best to disseminate this information to staff, volunteers and service users. As a provider of services on behalf of local authorities and health authorities, it was accepted that the legislation applies to Leonard Cheshire. It was therefore important that staff, volunteers and service users were made aware of the Act, its implications and Leonard Cheshire's responsibilities under it.

The aim now is to raise the level of awareness and understanding of the Act. The information will be disseminated to all levels of staff, volunteers and service users. The history behind the legislation will be outlined along with the effect that it will have on law and society. Areas that need to be concentrated on will be highlighted, in order to maintain a high level of compliance with the new law. Such areas include:

- service users' rights to dignity and privacy and the need to be supportive of service users' rights to personal relationships.
- grievance and complaints procedures which must ensure: fair hearings which include sufficient notice of any case being brought against a person; sufficient time to prepare and be represented; and conclusions that are reached without delay, with reasons given for each decision.
- confidentiality in relation to financial affairs, correspondence and individual service planning - breaches of which could infringe upon privacy rights

All Leonard Cheshire policies and standards are reviewed and updated on a regular basis and will in future include references to the new legislation. Special attention has been given to such areas as privacy and dignity, independence and choice, and equality and integration.

Training on the Human Rights Act by an external trainer was organised for senior members of staff. More of these training sessions have been planned. There are further plans to promote the implementation of the Act in *Choice*, the Leonard Cheshire in-house magazine, which is distributed to all staff, volunteers and service users via our homes and services.

Case Study 3: Using the Act for Campaigning - the 1990 Trust

The phrase "human rights violations" usually invokes images of brutally beaten victims in so-called developing countries and is linked to the campaign work of Amnesty International. Did you know, however, that Amnesty International and Human Rights Watch have published reports on human rights violations in the UK? And that the United Nations Committee on Human Rights has observed that such violations disproportionately affect black people?

It is in this context that the 1990 Trust welcomes the Human Rights Act 1998. The question is, what will the new law mean for Asian, African and Caribbean communities in Britain? On the surface, it looks as if easier enforcement of these rights could improve the lives of Black people in Britain with regard to policing, immigration, education and religious discrimination. Detention conditions could lead to inhuman treatment and there have been incidents involving the loss of (the right to) life. Harassment based on religion seems like a violation of the right to freedom of religion. School exclusions which disproportionately affect young African Caribbean boys, one imagines, could be a violation of the right to education.

The 1990 Trust is concerned, however, that Black communities are unaware of the European Convention on Human Rights and what incorporation might mean for them. It is in this context, that the Trust set up *Justice for All*.

With *Justice for All* the Trust aims to

- assist Black communities to make use of the European Convention on Human Rights once it is incorporated into domestic law;
- facilitate the participation of Black communities in human rights forums and debates around incorporation;
- assist in establishing and maintaining dialogue, with regard to issues around incorporation, between Black communities and the Government.

For Further Information

Contact the Human Rights Unit at the Home **Office** at www.homeoffice.gov.uk/hract. A range of guidance material on the Act is available there, including a leaflet giving a basic introduction to the Act and also 'Core Guidance for Public Authorities'. The website also includes a list of Human Rights **Act** contact points at other Departments.

The website also links to other useful sites.

<http://www.legislation.hmsso.gov.uk/acts/lacts/1998/19980042.htm> - The text of the Human Rights Act 1998

Other useful sites

<http://www.official-documents.co.uk/document/hofficelrights/rights.htm>

<http://www.hrw.org>

<http://www.fidh.imagnet.fr/uindex.htm>

www.blink.org.uk

www.liberty-human-rights.org.uk

www.justice.org.uk

www.lga.gov.uk/lga/humanrights/index.htm

<http://www.dhdirhr.coe.fr/>

<http://www.unhchr.ch>

Further work

NCVO will be developing a work programme on human rights and would be pleased to hear from voluntary organisations about your implementation plans, campaigning initiatives and policy development issues. To discuss these please contact Pauline Graham on 0207 520 2481 or email pauline.graham@ncvo-vol.org.uk.

SECTION VOLUNTEER HANDBOOK CONTENTS

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Museum Related Organisations

Association of British Transport and Engineering Museums (ABTEM)

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Web: www.centresforcuriosity.org.uk

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Museums Documentation Association (mda)

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Touring Exhibitions Group (TEG)

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Re:Source

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