



STRENGTHENING FAITH
INSTITUTIONS

COMPANION TO VOLUNTEERING

Good Practice Guide for Volunteers
and Volunteer Managers

Multi Faith Edition



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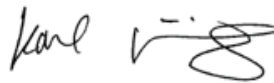


FOREWORD

Ever felt like you've wanted to do something about a problem in your community, but didn't know where to start? Or are you already working to benefit the community but need more helping hands? Wherever you're at, this guide is for you. At NCVO we're great fans of people getting involved to help each other, whether as volunteers or trustees, or mentors or befrienders. We're delighted to work with the Jewish Volunteering Network and warmly welcome the publication of this guide: **faith communities are a critical part of the volunteering story in the UK and beyond.** We know that volunteering is about more than just asking people to get involved: volunteers need support, encouragement and thanks. This guide is your little book

on how to do that, and do it well. We hope you enjoy it as much as we did, and share it with your friends and colleagues.

On behalf of NCVO, congratulations to JVN for producing this revised version.



Karl Wilding
Director of Public Policy and Volunteering
NCVO

EDITOR'S PREFACE TO THE MULTI FAITH EDITION

This edition of JVN's Companion to Volunteering follows up the original edition, first published in June 2015. The aims of the two versions are similar and explored fully below (see '**Aims of the Guide**' on page 4). Hence, this is not labelled a second edition and should be thought of more as a multi faith edition. The main difference between the two is the intended readership of each edition.

This book is split into two halves: the first half for the volunteer, the second half for managers/coordinators of volunteers and organisations.

The original edition of this Companion was written with the Jewish community in mind. **This edition differs in that the first half is intended for volunteers 'of faith' – that is, volunteers who subscribe to any faith – and the second half is intended for all UK organisations** (for a definition of the term 'organi-

sation' used here see '**Reasons for this Guide**' on page 4). It will draw on universally held faith values to support its conclusions. Consequently, this edition is intended for a much wider audience than the original and can be used to support the work of a much wider range of volunteers and organisations.

Finally, some of the statistics used to underpin the findings in this edition are drawn from figures generated by the 2016 NCVO Almanac, which were made available only after the original edition of this guide was completed. Some of these figures, however, originate from earlier studies (see data. ncvo.org.uk for details).

For further details about the relationships between faith and volunteering, please see Appendices III, IV and V.



INTRODUCTION

It is generally thought that, with exceptions, faith groups and places of worship sometimes typically lack formality in their structure, especially with regard to volunteering. Their own methods have traditionally served them well so they may see few reasons to change. However, such organisations still have legal and moral obligations toward their volunteers.

This Companion is chiefly designed to help these and other small organisations, often without charity status, to achieve sustainable volunteering-based programmes within their walls and to ensure

transparency, professionalism and clarity surrounding the roles and responsibilities of both volunteers and those who manage them (where such people exist).

In this Companion you will find guidelines for good practice on the part of both parties. You will also find brief notes about the policies and procedures we would advise are put in place to cover legal and other requirements. They may not all be legally compulsory for all organisations, but it is better to be over-prepared than under-prepared.

THE VALUE OF VOLUNTEERING

It is understood that volunteering has been undervalued in Britain for a long time. Often it has been seen as a kind of cut-price, amateur version of work that would be better done by the State. When politicians speak about it, people hear in the background the sound of budgets being cut, but voluntary work is actually something else altogether. It is an expression of shared responsibility for common good. It is personal engagement in pursuit of an ideal. It is active citizenship of the highest order. It softens the contours of random fate. It tells us that not all compassion can be paid for by taxes and outsourced to government agencies. A society in which there are high levels of voluntary activity will simply be a better, happier place than one where there are not. Ask any volunteer and they will usually tell you that they gain more than they give. They don't do it for recognition. They do it because they know volunteering helps change the world and it changes us.

Written by former Chief Rabbi Lord Sacks for the Daily Telegraph, October 2012

Our community could not exist for a day without its volunteers. They are the lifeblood of our organisations, whether they involve welfare, youth, education, care of the sick and elderly, or even protection against violence and abuse.

We are going to need something in the twenty-first century as our social needs outrun our ability to pay for them through taxation. However, the case for volunteering is only secondarily economic and political. Fundamentally it is moral and ethical. Strong states need strong societies, and the difference between them is that the State uses legislation and coercion; society uses altruism and empathy. The first supplies needs; the second changes lives. Whether our slogan is "the big society" or "one nation," we will only get there by getting up and taking part. Giving is what makes a nation great.

VOLUNTEERING IN THE COMMUNITY

Volunteers of faith play and have played an enormous role in the development and growth of volunteering and of community service across the UK. It is difficult to estimate the number of **faith organisations** in the UK, partly because no official figures exist, and partly because so many **faith organisations** are small and not registered as charities in their own right. **What we do know is that 49.1% of registered UK charities focussing on religion (but not necessarily all UK faith-based charities) are classed by the NCVO as 'micro' organisations; 33.6% as 'small'; 17.2% as 'medium'; and just 0.1% as 'large,**

major or super-major'.

There are over 162,000 registered charities in the UK and many rely on the regular commitment of individuals who either serve as leaders in board and trustee positions or carry out other critical aspects of the charities' services such as befriending, driving, teaching, leading discussion groups, fundraising and administration, just to name a few.

Volunteering makes all our lives better – it is in all our interests to embed a robust culture of volunteering in the community.



REASON FOR THIS GUIDE

This Companion (both the original and this multi faith edition) reflects the professionalisation of volunteer management. It is now widely acknowledged that good volunteer management benefits the volunteer, the organisations and their beneficiaries.

JVN is a networking organisation in contact with a large number of charities, faith organisations and volunteers, both Jewish and non-Jewish, and this Companion reflects the desire for good

practice in volunteering.

The term, 'organisation' used here includes charities and any other not for profit organisations working with and promoting volunteers and volunteering. Specifically, this edition of the Companion has been tailored for organisations based within a faith community – in particular faith institutions and places of worship.

ABOUT VOLUNTEERS

This guide is also intended to be a reminder to organisations that volunteers add immense value to the **charity and faith sectors**. This makes an important contribution in a variety of roles including administrative support, helping at events, marketing, befriending, visiting the sick and assuming responsibility as a trustee. It is important to identify and correctly match the skills of a volunteer to a meaningful role within the organisation and/or to create an organisational culture that recognises the value and supports and develops the volunteers involved in their work.

Volunteering is a two way process and is most successful when care is taken:

- To identify what each party aims to achieve from each volunteering role.
- By the organisation to develop processes to ensure all round satisfaction.

Success of a volunteering programme depends upon the commit-

AIMS OF THE GUIDE

This booklet aims to be a basic good practice guide to volunteers and faith community organisations, **faith institutions and places of worship**.

It can be used by:

- Potential volunteers, to answer some of the questions that they may have about volunteering.
- Those organisations that have not yet developed good practice guidelines as a basis for doing so.
- **Leaders within faith institutions and places of worship who involve volunteers in their work.**
- Any individual or organisation that promotes and/or is interested in volunteering.

The first half of this booklet is aimed at the volunteer. The second half of this booklet is aimed at the organisation that wishes to involve volunteers. *However, the whole guide should be read by volunteers and organisations alike in order to provide the best overview of good practice.*

Let's first have a look at why people wish to volunteer and why organisations would like to involve volunteers.

Some of the reasons to volunteer:

- To make friends.
- To help and support people

- To use spare time well.
- To gain experience of a specific situation.
- To practise and learn new skills.
- To experience different work situations.
- To do something worthwhile.
- To contribute to, and feel part of, the community.
- To build up self-esteem, work skills and confidence.
- **To express faith values in a practical way.**

Some of the reasons organisations recruit volunteers include:

- To involve members and increase participation of the community in delivering their work.
- To help deliver services within a constrained budget.
- To support staff¹ in their work.
- To ensure their service and provision are user friendly and sensitive to all needs.
- To help promote the organisation and its work in the outside world.
- To offer a wide range of skills and activities to their beneficiaries.
- To help ensure that the organisation benefits from the experience of all community groups.
- **To help offer faith-based social and cultural input as appropriate.**

¹ It is important to note that the term 'staff' in the context of faith organisations and places of worship may not only include professional paid members of staff in the traditional sense, but also members of the clergy. However, board members, leaders' council members, trustees and other unpaid volunteers in positions of lay leadership or management should still be viewed principally as volunteers.

MESSAGE TO VOLUNTEERS

When considering volunteering you may wish to search for opportunities through the Jewish Volunteering Network (JVN), Caritas Westminster (Roman Catholic), Ansar (Muslim), or other **faith-based charities to find a faith-specific role**. Other volunteering agencies in the wider community are Do-it (www.do-it.org.uk), Reach (www.reachskills.org.uk) and your local Volunteer Centre. These organisations are connecting services, connecting potential volunteers to organisations who are looking for volunteers to fulfil specific roles. Alternatively you may wish to approach a **faith organisation or place of worship** that is known to you directly because you have a certain affinity to it or are a member of it. However, one should not assume that the organisation will always be able to benefit from your skills at that moment in time. Furthermore, it is important to recognise that many **faith organisations** and communities will not have a member of staff responsible for volunteer involvement, so the person on whom responsibility rests may not be as clear. However, they are nonetheless likely still very pleased to hear from you.

Most people have more than one reason for volunteering. As well as wanting to help others and give back to your community, you may want to express your gratitude for services to a family member. Volunteers do not have to be motivated by altruism alone (or at all), as the list in the previous chapter suggests. A person could volunteer because he/she wants to retain a skill, or develop and obtain experience in a new field. Some people are looking to make new friends, utilise spare time, or just add something to their CV. **Many also do so in order to practice an element of their faith.** If the organisation knows the reasons why someone is volunteering, they are better placed to ensure that person's needs are fulfilled.

Sometimes, people who have been volunteering for several years, often for more than one organisation, feel they can contribute in a more strategic way by representing the organisation in a leadership role, usually as a trustee. Being a trustee and sitting on a board is generally less hands-on but is still volunteering and requires the specific commitment of time and occasionally resources (see also 'Volunteering Considerations' below).

VOLUNTEERING CONSIDERATIONS

It is important to match your skills set and expectations with the volunteering opportunity. Therefore, before you meet with the organisation please consider the following:

- Identify the type of volunteering activity in which you would like to be involved, e.g. office/administration, research, EBay seller, events organising, caring/befriending, committee, trustee, etc.
- Consider the location and accessibility of where you want to volunteer.
- Consider whether you would be happy volunteering in an office, hospital, museum, library, day centre, **place of worship** or visiting someone in their own home.
- Think about whether you would enjoy volunteering alongside paid staff.
- Consider how much time you have to spare and your daily/ weekly availability; how much time you wish to give and at what time of day.
- Consider the length of the commitment you are prepared to make; are you interested in a short term or long term project?

- Ensure you choose an organisation where you are comfortable with the cause it supports and also with its ideology and policies. **This is especially important if you are volunteering in an organisation that is an institution or a place of worship representing a faith different from your own.**

If considering a trustee role, you must consider the following:

Trustees are the people who serve on the governing body of a charity and are legally responsible for the charity's actions. Apart from being known as trustees they may be known as Directors, Board Members, Governors, Council Members or sometimes Committee Members. Before considering such a position, please look at the 'Essential Trustee' which is a clear guide to trusteeship issued by the Charity Commission. You can download it from the Charity Commission's website: www.gov.uk/government/organisations/charity-commission.

In addition, as a trustee, you must recognise that your task will be more strategic and, with some charities, you may also have some requirement to help raise funds and act as an ambassador for the charity.

HOW MUCH TIME DO YOU NEED TO VOLUNTEER?

- It is really up to you, but the less time you have the harder it can be to find something fulfilling. Some opportunities however require a very short time on a flexible basis (such opportunities are available to members of the JVN Ad Hoc Volunteering Squad²). Micro-volunteering opportunities (small, very short and one-off) are also a way of reducing one's time commitment to a flexible and often minimal amount.
- **As faith organisations typically (with some exceptions) do not operate much in traditional office hours, volunteering opportunities, including events, are mostly available at weekends or evenings.** Trustee and committee positions can also be flexible with regard to time. This usually makes them more fitted to a volunteer's professional schedule.
- Some organisations will ask for a minimum time commitment for certain roles. This should be made clear to you in advance.
- The time commitment needed for trustee roles usually depends on the organisation's size and activities. Trustees of medium sized organisations usually find that they need to give four to five hours per month.

Remember that anyone can volunteer irrespective of age, gender, religious affiliation and ability. Whatever your skills, experience, background or availability, you should be able to find a voluntary role. Just try it! Often the most difficult part of volunteering is making the first move.

Further on we suggest some questions you might want to ask in an interview.

Please bear in mind it is about identifying the best possible role for you. The more information you give, the better the fit will be. The more honest you are about your placement, the more satisfied you will be in your volunteering experience.

WHAT HAPPENS WHEN I CONTACT AN ORGANISATION ABOUT VOLUNTEERING FOR THEM?

Organisations working with volunteers all have slightly different ways of recruiting them. Some will ask you to fill out an application form whilst others might ask you some questions over the telephone and/or invite you for an informal interview. This is not like applying for a job. Organisations will just want to find out whether you have the basic skills they need and whether they can offer you the kind of opportunity that you want.

However, faith Institutions and some places of worship are generally more informal regarding this process – they may use procedures that have served them well in the past. Those who volunteer are usually members of such organisations and believe it is incumbent of them to volunteer, as a way of giving back to their community. Their time is generously accepted but usually without much formality. There may not be much support available from management, and what is available may not be forthcoming if there is no formal supervision. Therefore, a clear role description is important as it will help the volunteer to know if he or she is really capable and committed to performing the duties required. Ideally, someone in a position of responsibility will also be aware of the role description in case the volunteer would like to discuss it.

The application process for a one-off activity, such as helping at an event, will be different to an ongoing more formal role, such as becoming a museum guide.

It is important to point out that there may not always be suitable volunteering roles available at the time you are contacting the organisation, and they should let you know if this is the case.

Also important is the recognition that volunteering will often be informal in nature. Individuals often will choose to volunteer because they have a particular stake in an area of the organisation's work. **For example, teachers and teaching assistants in Sunday schools (or equivalents) might be parents of current or past students.** Such a stake in one area will likely make you more suited to a role within that area and give you more drive to succeed. Some volunteering may also be short-term, sporadic and seasonal.

Occasionally an organisation may not reply to a volunteer applicant after an initial approach from the volunteer, especially if the application was made through a 'brokerage' organisation like JVN. This is not good practise and fortunately this happens rarely. Most organisations would love to hear from you!

Questions an organisation might ask you include:

- Why you are interested in volunteering?
- What skills can you bring to the volunteering role?
- What skills would you like to learn through volunteering?
- How much time do you have to offer, when are you available, and for how long?

² The JVN Ad Hoc Volunteering Squad is comprised of potential volunteers who feel unable to commit to regular intervals of volunteering but still would like to volunteer on the odd occasion. These people are invited to one-off events for which JVN is responsible (at least in part) for recruiting volunteers, with no obligation to say 'yes'.

WHAT CAN YOU EXPECT FROM THE ORGANISATION?

Once an organisation has matched your skills to a suitable volunteering role it must make sure that you fully understand the role you are undertaking.

In most instances you will be supplied with a role description which clarifies the organisation's reasonable expectations and details the name of the person to whom you are reporting. It should state the amount of time needed to fulfil the requirements of this opportunity as well as a broad outline of what you may be asked to do. Depending on the type of role, the Volunteer Manager should also talk through aspects like development, training and expectations. It should also be agreed how often you and your role will be monitored and reviewed to ensure that both parties remain satisfied.

The organisation should also discuss if it is a long or short term

project and provide practical guidelines for fulfilling the role. You should also be made aware of what to do in case anything goes wrong, e.g. if a placement isn't working or if there is a breakdown of communication between the volunteer and the responsible member of staff. Problem solving guidelines are now being put in place by many organisations. It is also important to have access to health and safety guidelines, training and supervision, and to know who to contact in an emergency and out of hours. Organisations that involve volunteers often have a volunteer policy that covers many of the points above. It is perfectly reasonable to ask if there is a policy and to ask for a copy if you are not given one. Some organisations might even have a volunteer handbook. If you are joining the organisation as a trustee you should receive an induction pack containing at least the organisation's governing documents, annual accounts and a copy of the minutes from previous meetings.

WILL VOLUNTEERING COST ME ANYTHING?

Generally there isn't much cost involved in volunteering but if there is it should never be allowed to discourage you to volunteer. It is good practice that volunteers are reimbursed for out of pocket expenses incurred directly as a result of their volunteering activity and many organisations do indeed reimburse volunteers' expenses such as travel and parking.

However, some organisations simply do not have the resources to be able to pay for expenses so you will need to check if and how much the organisation you want to volunteer for can reimburse you and what their policy is. For instance, many will reimburse your travel expenses but will ask you to travel the cheapest way.

ASK QUESTIONS

Don't be shy about asking questions as you go through the process of applying for a voluntary role. In summary these are questions you might want to ask:

- What are the tasks within the role (unless you have been given a written role description)?
- Who will you be working with and who is the member of staff to whom you should report? **(Even if there is not a member of staff responsible for**

volunteering as a whole, there should be some one acting as a supervisor/manager to you. This may be a cleric or another volunteer, often someone sitting on a Board or Council of Management of a faith institution or place of worship. Please see 'What Do Organisations Expect from Volunteers' on page 8.)

- What support or supervision will be available? (This is not relevant to all volunteering roles)
- Will expenses be reimbursed?

REFERENCES AND DBS

Depending on the voluntary role you may be required to give references and/or complete a DBS check (Disclosure and Barring Service). DBS has replaced the old CRB (Criminal Records Bureau) check and this is required if you will be working with children or adults in situations that might render them vulnerable. The organisation will know if a DBS check is required and will supply you with the link to an online form. When completed and your certificate received, the organisation will then ask to see it. There is no cost to volunteers for this check. To make your DBS portable (whereby the one certificate can be used for

other voluntary roles you want to embark upon with another organisation), we would advise you to register online (www.gov.uk/dbs-update-service) as soon as you have your application reference number. If you haven't registered online you still have 14 days after issue of your certificate. Make a note of your unique ID number and keep it safe for future use.

NB: DBS checks will only ever be available to volunteers over the age of 16.

INSURANCE

It is for the organisation to make sure that volunteers are covered under their public liability insurance or employer's liability insurance. Depending on the voluntary role, professional indemnity insurance and personal accident insurance may also have been purchased, but it is always good to check this with the organisation before you begin.

If a volunteer driver uses a vehicle owned by the organisation then it is the responsibility of the organisation to arrange insurance. If the volunteer owns the vehicle then he or she is responsible for arranging insurance or for informing his/her

existing insurer about his/her volunteer driving. This should not result in an increased premium. For more information please look on the Association of British Insurers' website: www.abi.org.uk/Information/Consumers/General/VolunteerDriving.aspx

Most organisations will have trustee indemnity insurance policies but it is always good to check if these are indeed in place. These have certain limitations and we suggest you look at the Charity Commission's guidance 'Charities and Insurance' (CC49).

CAN I LEAVE MY ROLE IF I DON'T LIKE IT OR IF MY CIRCUMSTANCES CHANGE?

You are under no formal obligation to continue to volunteer for an organisation if you don't want to. However, although you might think you are only carrying out a small role, the organisation might well have come to depend on your regular volunteering. If something is bothering you, rather than "handing in your notice" it is always worth talking to someone at the organisation and discussing how the situation could improve

for you. The organisation should be able to respond to you on this matter and will in most cases value the feedback.

If your circumstances have changed and you can't give the time any more, please give the organisation plenty of time to look for another volunteer, or maybe you can suggest someone who can take over your role.

WHAT DO ORGANISATIONS EXPECT FROM VOLUNTEERS?

- Respect and confidentiality – you might be asked to sign a confidentiality agreement.
- Punctuality and reliability.
- Ability to carry out the duties listed in your volunteer role description.
- Accountability for the tasks you do.
- A reasonable notice period if you want to stop volunteering so that the organisation has time to look for someone else to do the role.
- **A willingness and passion to help the organisation in its cause (particularly from volunteers of faith).**

It is worth noting that many faith organisations will not have a Volunteer Manager or other individual with overall responsibility for volunteers. Therefore, all active volunteers should be prepared to understand the purpose of their role, to maintain good practice standards in their performance and, where possible, to assist their professional colleagues.

In order to make sure that the best match is made between volunteers and volunteering opportunities it is important for both parties to be open and honest with each other.



MESSAGE TO ORGANISATIONS

This part of the Companion is aimed at people who have a responsibility for managing volunteers but who have limited specialist knowledge in this area, or none at all.

With funding harder to come by, expectations about what can be delivered by volunteers are increasing all the time, not only in our community but also within society at large. In order to manage the vast potential resource of volunteer power to best effect, good management practice is required.

At the same time, as we are living in a world where an organisation's success is increasingly measured by its impact and output, it is essential that volunteer-involving organisations have sufficient resources and expertise to manage volunteers in a professional manner.

Funding and insuring bodies, service users and volunteers are demanding that organisations be more thorough in their recruitment, training and ongoing support of volunteers.

Many faith institutions and places of worship have limited governance structures in place. Several that are part of more formal institutions are governed by charity law and may indeed be charities. Compliance with charity law can be guided by the Charity Commission (www.gov.uk/government/organisations/charity-commission) and the NCVO (www.ncvo.org.uk). It also means that these organisations should have policies in place to protect volunteers and professional staff – all the organisation's policies must refer to staff and volunteers.

Organisations need to 'deliver the goods' to the user and at the same time ensure that volunteers have a worthwhile and enjoyable experience if they want to attract, retain and benefit from volunteer involvement. In other words, organisations have to look after their volunteers and manage them properly and professionally.

“Professionalisation does not preclude passion”

Most people volunteer because they want to be genuinely useful to an organisation. They are looking for a role that is meaningful and purposeful. It is therefore incumbent upon the organisation to ensure that the roles offered to volunteers are genuine. Sometimes volunteers are 'taken on' for roles that are not really required because of a fear that "if we do not 'use' the volunteers that present themselves to us, we may 'lose' them, not only to volunteering but to other areas of support for the organisation or the community". This is not helpful in the long run to either the organisation or the volunteers. **The desire to support a faith institution or place of worship is often derived from personal faith values and or an individual's alignment to a faith philosophy and its values. Therefore, the volunteer is more often 'in for the long haul' – for which there are both pros and cons attached. These individuals still deserve to be fully supported and given clarity and support in their role.**

Organisations are entitled to expect a good level of performance from volunteers but it is the organisation's responsibility to ensure that the volunteer is adequately prepared, trained, equipped and supported in his/her volunteering role. It is important that volunteers are valued and treated with respect by everyone within the organisation and not seen as a threat to staff jobs or as a nuisance.

An organisation that understands what motivates an individual volunteer is more able to ensure he or she is given the most satisfying volunteering placement. A happy volunteer will stay for longer, and be an excellent ambassador/champion for the organisation. There are some volunteering vacancies that will be more difficult to fill than others and it is important to think creatively when prospective volunteers present themselves, and to create opportunities that suit both the organisation and the volunteer.

If you are approached by a volunteer who requires additional support in their volunteering due to an illness or disability, JVN is able to advise.

HEALTH WARNING

Health warning: You may sometimes need volunteers to perform routine and mundane tasks. If your volunteers feel appreciated they will normally gladly do these tasks. If you

can organise for volunteers to do this with other volunteers they will often benefit from the social interaction.

IS IT NECESSARY TO MANAGE VOLUNTEERS?

Volunteering is understood as a relationship that, like most relationships, requires both parties to contribute to the process in order to receive mutual benefit. Volunteers have chosen to give an organisation their time, skills and expertise. In return the organisation should be offering a volunteering experience that meets expectation and is well managed.

Good volunteer management means:

- You know what motivates each individual to volunteer.
- Volunteers understand their role and what sort of support or training they can expect.
- Volunteers and staff know how their individual roles fit in with the organisation's goals.

- Volunteers know who to turn to for help and support.
- Volunteers receive recognition for their contribution.

Volunteer management happens once an organisation recruits a volunteer. The amount of time and management required will of course depend on the type of volunteering opportunities and the number of people involved. For example, three volunteer counsellors within an organisation are likely to require more management in terms of time and support compared to an organisation that has twenty volunteers packing food on one designated Sunday.

WHO MANAGES VOLUNTEERS?

Who actually has this role depends on the organisation. The size of the organisation, the number of volunteers and the type of work volunteers all impact on who takes on this role; **it could be a paid or volunteer Volunteer Manager, a faith leader, the Chairman of a Board or someone else. The role may also be split with no**

person in charge overall of volunteers – this is common in faith institutions and places of worship – but it is important that each person in charge of a volunteer is familiar with the guidelines in this Companion. Our advice is only to recruit the number of volunteers that those responsible can effectively manage.

CHECKLIST

All effective Volunteer Managers will:

- Ensure that the role of volunteers is understood and valued in the organisation. In the case of **places of worship**, this might extend to the 'beneficiaries' as congregants.
- Identify volunteering opportunities.
- Define the roles of volunteers.
- Recruit and select volunteers.
- **Organise volunteer induction and training where relevant (even though those who choose to volunteer for a particular faith institution or place of worship may already be familiar with it, a brief induction is still recommended).**
- Develop team building strategies.
- Maintain volunteer records.
- Organise a volunteer roster.
- Provide one-to-one support for volunteers.
- Carry out volunteer reviews.
- Design volunteer policies and procedures.
- Plan ongoing training programmes (where relevant).
- Deal with difficulties that arise.

DO WE NEED A BUDGET FOR MANAGING VOLUNTEERS?

Volunteers give their time freely, but there are some costs associated with recruiting, managing and supporting volunteers:

Volunteer training: this includes induction training and any further training that is needed for volunteers to be equipped to fulfil their role.

Volunteer expenses: it is good practice to reimburse volunteers for out of pocket expenses incurred directly as a result of their volunteering. Decisions need to be made about what expenses volunteers can claim. You may need to put a limit on these expenses if money is tight but travel and a modest amount for subsistence is

usually accepted. A procedure for claiming expenses should be in place.

Volunteer recognition: recognising volunteers and thanking them for their contribution is important to keep volunteers motivated and involved. 'Thank you' events do not have to be big and expensive to be appreciated by volunteers.

Administration and advertising/publicity: think about what the general costs are to run and promote your volunteering programmes or project.

OTHER POLICIES

It is important for all organisations to have certain policies and the next few paragraphs outline the main ones. Policies are important to:

- Comply with the law
- Ensure fairness (equality) and consistency
- Demonstrate professionalism
- Demonstrate commitment to volunteers
- Manage expectations
- Decrease risks/dangers
- Increase compliance
- Resolve disputes
- Provide a clear understanding of volunteers' responsibilities and limitations
- Maintain a clear distinction between volunteers and staff

DO WE NEED A VOLUNTEER POLICY?

Many organisations would consider themselves far too busy with the practical day-to-day demands of the organisation to get tied up creating a new policy. Alternatively, it may be that a policy is regarded as the preserve of large, highly structured organisations or the concern of senior management. However, a good policy underpins good practice, and a clear and practical volunteer policy can be one of the best aids to a busy organisation when it comes to employees and volunteers understanding the proper procedures surrounding volunteers and volunteering. Policies and procedures often involve writing down what you are already doing. Make it a manageable task by keeping it simple and doing it over a period of time. You can also divide the work amongst several staff members, other volunteers with the relevant expertise and maybe trustees. Remember to review it regularly and update it if necessary.

The volunteer policy should reflect what your volunteers and organisation needs. Make a list of what to include.

The following is a good start but is not exhaustive:

- What the organisation does
- Why you value and involve volunteers
- Overview of volunteer roles
- Recruitment and recruitment process
- Diversity
- Induction, training, supervision and support
- Expenses
- Insurance and health and safety
- Confidentiality
- Resolving problems
- Equal opportunities/diversity statement
- Mutual expectations
- Involving volunteers who are asylum seekers or refugees
- Involving volunteers with criminal records
- Process for reviewing the volunteer policy

Ask other volunteer-involving organisations for a copy of their volunteer policy; usually organisations are happy to share. The National Council for Volunteering Organisations (www.ncvo.org.uk) also provides free sample and template policies.

OTHER POLICIES

There are a couple of other policies it is important to have in place:

A. Data protection policy – this should be in place already within your organisation and will likely only need be broadened to include volunteers, if at all. Any organisation that collects 'personal data', whether that data is collected by staff or volunteers, must comply with the Data Protection Act 1998. This includes data held in paper files or on a computer. Your data protection policy should cover what information is collected, how long it will be stored for, how it will be stored and how one can access that information. Generally speaking, you must ensure that the people whose information you store have given permission for you to store it, records are disposed of when they become no longer useful and the individuals can view the information you hold about them when they wish to do so. If your volunteers have access to data about your clients or service users they must comply with your data protection policy. Similarly, you must comply with it when collecting more

information about your volunteers. More information about data protection for organisations is available from the Information Commissioner's Office at www.ico.org.uk.

B. Safeguarding policy – also known as a health and safety policy. Your organisation should also have this in place. You have legal obligations towards your volunteers when it comes to health and safety, specifically a duty of care. The Health and Safety at Work Act 1974 sets out this duty and also covers other practices such as risk assessments, training and providing volunteers with correct and appropriate information. These should all be reiterated and made specific to your organisation in your safeguarding policy. It is also required that organisations provide first aid equipment and have an appointed first aider on the premises with at least basic first aid knowledge, normally guaranteed through regular training. More information about health and safety is given by the Health and Safety Executive at www.hse.gov.uk.

C. Insurance policies – these policies ensure you uphold your duty of care towards your volunteers. They may well face the same risks as paid staff and so should be insured as such. The two main types of insurance policies recommended for all organisations are employers' liability insurance (covering harm to volunteers caused by violation of health and safety law by the organisation on your premises) and public liability insurance (which covers harm to volunteers at other locations). You may already have these to cover staff but they must also extend to cover volunteers. Other insurance policies you might wish to extend to cover volunteers include professional liability insurance, trustee indemnity insurance, motor vehicle insurance, contents insurance, legal expenses insurance and personal accident insurance.

Some templates of recommended policies are at the end of this Companion. Others are available from the NCVO website and you will often find that other organisations are willing to share their policies with you.

Many of the policies mentioned above are legally required and virtually essential, but not all of them are compulsory and care should be taken not to have policies relating to volunteers that are surplus to your organisation's requirements. Combined policies that cover a number of risks under one policy are also available.

VOLUNTEER APPLICATIONS AND INTERVIEWS

Recruiting the right volunteers for the right roles is the key to making volunteer involvement effective for your organisation.

Many organisations use application forms to shortlist people for an interview whilst others invite all who express an interest to come in for an informal chat. However, it is in your and the applicant's interest not to meet if the applicant is obviously not suited to the role. It not only wastes time but it might also build up expectations which are not going to be met. Therefore, a well

put together application form and/or set of interview questions are essential.

It is important to prepare for the interview or meeting, not only in order to reach the right decision but it also shows the volunteer that you are serious about the role and that you respect them. Be familiar with the role and draft questions that will give the applicant the opportunity to demonstrate their suitability. Predict what the applicant will want to know

SAYING NO

Not everyone who wants to volunteer will be suitable for a particular role. If you decide after the interview that someone is not suitable then you have to say "no". You owe it to that individual, your team and yourself to make the right decision. Contact the individual by phone and be clear why you are turning down the offer. At JVN we sometimes hear from volunteers that they have never heard back again from an organisation. This negative experience will affect their attitude towards the organisation for a long time which, we are sure, you would like to avoid. This is especially challenging in a place of worship where the majority of people involved are volunteers and may stay in their role for a long period of time.

The following can help to say "no" in a considerate way:

- Write down your reason.
- Highlight positive parts of the interview.
- Are there any alternative options you could genuinely suggest?
- Don't get caught up in long explanations.
- It is OK to repeat yourself when appropriate.
- Try to end on a positive note.



RIGHT FROM THE START

Not all organisations are the same, and many within faith communities are small. However, the following good practice principles should be taken into consideration generally, and could be adapted according to the needs of specific organisations.

First impressions are lasting, so make a good one by creating a positive and welcoming environment for volunteers.

A. Supply a volunteer with a role description which clarifies the organisation's reasonable expectations of them and provides the name of the person to whom the volunteer will be reporting. The role description should outline the time commitment of the opportunity as well as define a broad description of what the volunteer may be asked to do. The volunteer may be required to give references, which protect both the volunteer and the organisation.

Volunteers should also be made aware of what to do in case anything goes wrong and have access to any health and safety guidelines and arrangements for support, training and supervision where appropriate. They should also receive details of whom to contact in an emergency both in and out of hours.

B. A Code of Practice/Volunteer Agreement or welcome letter is often used to ensure that every volunteer is aware of and understands their particular placement within the organisation. A Code of Practice is basically the dos and don'ts for volunteers. Along with the volunteer role description it makes clear each role and defines the limits of the volunteer's work and responsibilities. A volunteer agreement is simply a written confirmation of the understanding between the volunteer and the organisation, on which the volunteering is based. Rather than calling this an 'agreement' the relevant information can be laid out in a welcome letter.

C. It is important that you and your colleagues, from the top down, are 'volunteer ready'. This means that, especially in the case of your absence, other staff should know how to deal with volunteers. This Companion serves as a useful guide for them as well and they should refer to it if they are unsure as to how to deal with particular situations. To avoid conflict and confusion

staff should, from before the recruitment process even begins, buy into the volunteering programme of your organisation and both before and during a volunteer's tenure they should appreciate the value that a volunteer brings to the organisation. This does not just apply to staff within the organisation but also the trustees. They should take the opportunity to thank your volunteers when it presents itself.

This welcome letter or volunteer agreement may include any or all of the following:

- Availability of the individual (e.g. times/days and hours per week).
- Length of the 'settling in period' and arrangement for review.
- Name, position and contact details of the main contact person for support/information.
- What the volunteer should expect from the organisation.
- What the organisation should expect from the volunteer.
- Any training that is available or mandatory.
- How and when support/supervision will be provided.
- How problems/complaints can be reported and how they will be dealt with.
- Reimbursable expenses and how to claim for them.
- Information on any insurance and health and safety requirements.
- Notice period appreciated if the volunteer is unable to come in or wishes to leave.

One additional thing you may wish to include, particularly for volunteers unfamiliar with your organisation's particular community or with poor knowledge of your faith, is a short list of generally observed practices and/or a glossary of commonly used terms that will help the volunteer to feel 'at home' and not excluded by their colleagues. A general introduction to the faith, where necessary, may also serve as part of the volunteer's induction.

Remember volunteers are not contractually bound to stay, so they might walk (and rightly so) if you don't look after them.

WHAT TO DO IF THINGS ARE NOT WORKING

Volunteering is a partnership and both parties should be aware that circumstances on the part of the organisation or the individual can change. A change in circumstances to the individual such as finding paid work should be reported to the Volunteer Manager and an agreed amount of notice given. If an organisation is terminating a voluntary role, for whatever reason, the Manager should

meet with the volunteer(s) involved to ensure that every effort is made to redirect the individual(s) to another role(s) should they wish. If a suitable position is not found within your organisation you can advise the volunteer of any similar roles you may know of in other organisations, or give them contact details of volunteer connecting organisations such as JVN.

INSURANCE

Organisations should ensure that volunteers are covered under their public liability insurance or employer's liability insurance. They may also need professional indemnity insurance and personal accident insurance.

Organisations that ask volunteers to drive should make sure that the volunteers have a full driving licence, an up-to-date MOT certificate and are appropriately insured. This sort of

information needs to be properly recorded (in accordance with data protection laws). A separate policy for volunteer drivers may be necessary for clarification and this should be made available to all such volunteers. Volunteers need to notify their insurer that they are using their car to carry out voluntary work. This should not result in an increased premium. For more information, see the website for the Association of British Insurers: www.abi.org.uk.

SUPPORT AND SUPERVISION

Regardless of the words you choose to describe 'support and supervision', the purpose is generally:

- To provide an opportunity for the volunteer and the organisation to give and receive feedback.
- To review the contribution the volunteer is making.
- To ensure that the work of the volunteer is in line with the aims and objectives of the organisation.

Note that, especially within places of worship, these aims and objectives may change depending on the views of the members.

The time and resources given to volunteer support and supervision will vary depending on the type of role (e.g. a volunteer advocate will require a different level of support and supervision to a volunteer driver), the level of formality/informality appropriate to the role, and the requirements of the individual volunteer in question.

Try to meet all volunteers regularly, at least every six months and more often if possible, to review how the work is going.

RECOGNISING A VOLUNTEER'S CONTRIBUTION

Everyone likes to be thanked for the work they do. The most obvious ways where volunteers are concerned are:

- Thanking volunteers at the end of the day.
- Knowing your volunteers by name.
- Acknowledging specific contributions undertaken by them.
- Being genuine in your praise.
- Holding special volunteer thank you events.

Other ideas include:

- Making sure volunteers know what they are entitled to and what is on offer, such as training and claiming expenses, without them having to ask.
- Ensuring volunteers are, like staff, kept informed about service and organisational changes.

- Being proactive in getting volunteers involved in planning and developing the service, or in new projects.
- Acting on volunteers' ideas where possible (or, if not, explaining to them why not).
- Offering volunteers the option to try new tasks and new challenges.
- Ensuring volunteers are included in internal communication systems where appropriate.
- Maintaining records about the volunteers' role(s), length of service, training attended, reviews, etc.
- Giving volunteers the option to attend relevant conferences, training or events.
- Supporting volunteers who have a difficult experience.

MEETING SOME CHALLENGES

The hardest part of volunteer management is dealing with problems that arise between people. It is always best to deal with a problem as soon as possible to avoid things escalating. A good rule of thumb is to try to resolve problems informally by having a discussion with the volunteer(s) concerned. More formal proceedings might be needed if the problem is not resolved to the satisfaction of the Volunteer Manager or volunteer(s).

Having a complaints procedure in place will give guidance on what to do when problems arise. Most problems fall in to one of these three categories:

- A complaint by a volunteer.
- A complaint about a volunteer.
- Where the volunteer does not suit the role/organisation.

A complaints procedure sets out a clear, fair and appropriate way to address the problem, regardless of whether it is made by the volunteer or about them. Keep it simple. Depending on your organisation, your procedure should address the following issues as a minimum:

- Who is the first point of contact?
- What if that person is not available?
- What happens if the problem is not resolved at the first stage?
- Where does the final decision lie?
- Is there an option to appeal?
- Who is involved at each stage?
- Can the individual continue volunteering while the complaint is being looked into?
- How will the process be recorded?

Thankfully, issues that require the need to refer to many of the above questions are rare. It is more likely that the problem you will have to deal with concerns a volunteer who is either

not suitable for the role or is not keeping to their volunteer agreement. Every volunteer and situation requires a different approach.

Some general guidelines and reminders include:

- Be very clear what the problem is and how it impacts on the team, service and organisation.
- Your team expect you to deal with problems, so do so as soon and as efficiently as possible.
- By acting, you validate the contribution of volunteers who are doing a good job.
- Discuss the issue with someone if appropriate.
- Keep focused and do not get side-tracked.
- Keep calm.
- Conclude quickly if it is obviously not going to be resolved.
- It is acceptable to ask a volunteer to leave.
- It is easier to deal with a problem that affects a new volunteer or a volunteer who is indifferent to their role than with someone who has been with the organisation for a long time. Approaching problems sensitively is essential and the outcome needs to be balanced with regard to the impact on your team and services.
- Talk to the volunteer about how things are going and how they would like to resolve the issue. If they are unaware of any problems you may need to give them an example.
- Offer a change of role if appropriate.
- You could agree that a break might be the best option (this can be an ideal solution).
- In the rare situation that the volunteer does not agree with your assessment, you will need a formal complaints procedure.
- Most volunteers who are not suitable recognise this themselves and an informal chat or support/supervision meeting usually resolves things. It is rare to have problems with volunteers though. Most are a huge asset to the organisation and enable organisations to carry out important work.

FINAL WORD

Our intention is that both volunteers and Volunteer Managers have read both parts of this Companion. It is very important that each understands the other's aims and objectives, as this will make the volunteering experience beneficial to both the volunteer and the organisation.

Volunteering is not only a very worthwhile thing to do but should also be fun, rewarding and meaningful. **We hope the content of this Companion will enhance the volunteering experience in all faith communities.**

JVN is a portal for all volunteering in the Jewish community. A key aspect of its role is to connect the right volunteer to the right organisation. These guidelines have been developed to accom-

modate the comments and support of a variety of organisations within the Jewish community, those based in wider and secular society **and, for this edition in particular, from other faith communities and the interfaith sphere.** We would welcome further comments concerning how you are using this Companion and how we can improve it for the next edition.

The JVN provides hundreds of volunteering opportunities every day of the year for both Jewish and non-Jewish volunteers and biannual networking sessions for Volunteer Managers from **organisations of all faiths and none and places of worship.**

To find out more about volunteering or JVN, please visit our website at www.jvn.org.uk or call 020 8203 6427.



APPENDIX I

USEFUL RESOURCES

Additional resources for volunteering can be found at the following websites:

www.greaterlondonvolunteering.org.uk

www.ncvo.org.uk

www.ico.org.uk

www.gov.uk/government/organisations/charity-commission



APPENDIX II

ASSESSING YOUR PLAN FOR INVOLVING VOLUNTEERS

You may find the following checklist useful when considering whether your organisation is ready to take on volunteers:

- Have you consulted with your staff who will be working with each volunteer?
- Are these staff members clear on what their role will be in working with the volunteer?
- Is a complete and accurate job description written for the volunteer position?
- Does the job description clearly identify the qualifications for the position and outline both the purpose and nature of the work to be done?
- Have you established a good working environment for the volunteer, in terms of supervisory relationships, workspace and equipment?
- Do you have a plan for seeking qualified applicants for the positions?
- Do you know how you will distinguish qualified applicants from unqualified applicants?
- Do you have a plan for inducting and training volunteers?
- Have you, together with staff and volunteers, decided what forms and records you need to allow for consistency in volunteering within your organisation, and which help to avoid and deal with problematic situations?

APPENDIX III

FAITH AND VOLUNTEERING IN UK SOCIETY

Adapted and reprinted, with kind permission, from Keeping it Together: A Reflective Practice Tool for Faith-Based Community Development Practitioners, by Steve Miller, published by the Faith Based Regeneration Network UK, 2007 (pp.12-14)

SPIRITUAL AND RELIGIOUS CAPITAL

Chris Baker and Hannah Skinner at the William Temple Foundation in Manchester investigated theological perspectives on regeneration and community development. They used social capital as a starting point and coined two associated terms: spiritual capital and religious capital.

Spiritual capital refers to the values, ethics, beliefs and vision which faith communities bring to civil society. They describe spiritual capital as 'more liquid than solid because it refers to intangibles such as ideas and visions'. The seven 'strands' of spiritual capital they describe include:

- hope and transformation,
- accepting the place of strong emotions,
- valuing personal stories and people's inner resources,
- accepting the rejected,
- and God at work.

Religious capital is 'the pragmatic and functional outworkings of spiritual capital and so can be described as the solid dimension'. They go on to describe eleven 'strands' of religious capital. These include the following themes:

- Aims to help people communicate deeply. Recognises the importance of saying sorry, and of forgiveness, which can free

people up from entrenched positions and allow them to work together for a common purpose.

- Is prepared to challenge accepted norms and the 'official line'. Often this involves seeking to address the underlying causes, as well as the results of problems. In some faiths this is referred to as the 'prophetic dimension'.
- Providing physical space in which community engagement can happen; faith groups resourcing the outworking of the values that motivate their engagement.
- Providing local leadership of projects and community programmes, both those organised by the faith groups and secular programmes.
- Offers norms and values that are different from those of the market place or government; where communities are increasingly broken or fragmented, religious capital offers a holistic approach that is concerned for every aspect of a person's life – practical, moral and spiritual. It starts with the question, 'what would make living here worthwhile?'.
- Commits to the local through deeper and long-term relationships that recognise the potential of local people.

A SPIRITUAL DIMENSION IN SOCIETY

In the wider society people are increasingly aware of the importance of the spiritual dimension of life – in debates about work-life balance and the nature of society, for example. Religious traditions have thousands of years of experience of addressing the spiritual aspects of life – many traditions do not even distinguish between the holy and the secular, seeing all of life as one undivided whole. This context gives our organisations a sense of purpose, of ultimate goals – we are working to create a

changed society. And it enables us as individuals to tackle often apparently impossible tasks. When **faith-based organisations** work in partnership with secular organisations in the public and voluntary sectors, they need to be clear about the distinction between simply fulfilling religious obligations by serving society (witnessing to their faith) and actively seeking converts which is unacceptable in these settings.

AN OVERVIEW OF DISTINCTIVE CHARACTERISTICS OF FAITH COMMUNITIES

DISTINCTIVE VALUES.

Not all faiths are identical but most are rooted in important values that include the following – the infinite value of all human beings, a sense of service or obligation to society, a concern with overall prosperity not just financial gain, a holistic view of society and the individual.

DISTINCTIVE HISTORY.

Place of worship in the UK, principally Christian churches, have been at the leading edge of the creation of most modern charities and the welfare state. Other faith traditions have all contributed in distinctive ways to global societies for thousands of years and have a long term view of society, rather than being dominated by short term issues.

DISTINCTIVE NETWORKS.

The institutional richness of the faith communities is a huge resource for wider society – if we can use these networks well. Unlike many other small community organisations, **faith-based ones** can tap in to advice, experience and personnel who can assist our local efforts. Of course, not all religious traditions are equally well endowed with institutions – this has little to do with size but often reflects different histories, cultures and traditions.

DISTINCTIVE LEADERSHIP.

The motivation and leadership of faith communities derives from a rich spiritual core. This strengthens and motivates individuals

and communities particularly when faced with difficult challenges. It is no coincidence that many of the leaders of the great social change movements have been people of faith.

DISTINCTIVE MEMBERSHIP.

In many cases faith communities include the poorest members of the locality, and often people who are amongst the wealthiest. Sometimes this is the case within a single worship community. This diverse makeup within a single working community creates a dynamic with numerous virtues – it is hard to ignore problems when they are within one's own community and it is impossible to de-humanise people who sit alongside you week by week.

DISTINCTIVE BUILDINGS.

Faith community buildings are often the most valuable asset of space within a locality. They offer great resources but conversely, some of these resources are in very poor condition and in dire need of renovation.

It may still be a debatable point whether the faith communities are a part of the voluntary and community sector (VCS) or are a separate sector completely. But, either way, in most parts of the country, faith community organisations are probably the largest identifiable grouping of voluntary organisations. Additionally, faith communities are often the only trusted and active organisations working with the most excluded and multiple-deprived groups.



APPENDIX IV

TOP TEN TIPS FOR RECRUITING AND SUPPORTING VOLUNTEERS IN FAITH ORGANISATIONS

1. Get to know your community; understand the skills and interests of members of your community. You might find individuals employed in IT, PR, sales, social work and other professions. Most people have a skill or interest that can be useful in a voluntary role, which could meet your community's needs.
2. Invite individuals to volunteer. Personal connections and face-to-face requests are far more effective than random untargeted emails. Inviting people in makes them feel involved, engaged and a part of the community. Consider who is going to make the ask and how the ask will be made.
3. Create engaging volunteering opportunities and write them up in clear role descriptions. There may be a great variety of activities and programmes in your community that include either one-off or regular opportunities requiring volunteers. Asking questions at the beginning to hook people in – 'Do you like x...? Are you passionate about y...?' – is a good way to engage people early on.
4. Having a Board/Council member or other individual, lay leader or cleric, often a volunteer, responsible for other volunteers is useful. A named person who will inform volunteers of the tasks involved, give a brief induction, explain their role and help manage their expectations, creates a personal touch. This may not be possible in all organisations, but should be implemented if it is.
5. Volunteering is seen as endemic within the structure of many places of worship and also appreciated. Value can be shown to volunteers in several ways such as:
 - Arranging a celebration in their honour.
 - Having the head of the community publicly thank them.
 - Holding an evening for your volunteers to meet other volunteers (with food of course!).
 - Promoting the work of volunteers in community materials/magazines, etc.
 - Remembering that members of Boards/Councils are volunteers too!
6. Involve the paid staff, ministers and administrators – get their support. Make sure they are prepared when volunteers arrive and that the volunteer has a place to work from.
7. Consider targeting various age groups – for example, do not recruit young people just to help with youth. Remember different age groups have different reasons to volunteer. Most **faith groups** are run by volunteers and frequently started by a volunteer member to fulfil a specific and occasional personal need, e.g. redundancy support group, Bridge Club, befriending, hospital visiting, manning the reception desk, etc.
8. Make sure that the volunteering role is real and meaningful. There is nothing more demoralising than agreeing to help and having nothing to do!
9. Make people aware that not all volunteering is exciting and that 'someone has to stuff the envelopes' (even though this is still a meaningful contribution). If this is done as part of a team, as a group of friends with a cup of tea, it can be socially rewarding. Asking elderly or disabled people to come and help here will show that you value them as well as giving them a positive way to contribute to their **place of worship**.
10. Making the volunteering rewarding, engaging and meaningful will encourage those volunteers to tell a good story about your community. This in turn will help you recruit more volunteers. Ask your volunteers to tell and invite their friends to join in and, if appropriate and safe, to share what they get up to on social media.

APPENDIX V

CASE STUDIES

1. SIOBHAN - CATHOLIC

Used with kind permission from Caritas Westminster. Interview by Ann Stirling, Caritas volunteer.

Siobhan was, in her own words, 'a corporate girl enjoying her career'. However, one day whilst she was walking around her home town of Watford, she began to take a closer look at the world around her. 'I started to notice the poverty around me. I thought – why are there people sitting in subways asking for money? Why are there lonely people around?' Wanting to make a difference, she volunteered to help cook at a local night shelter. The man she was cooking with turned to her and suggested she should join the St Vincent de Paul (SVP) Society.

'That was my moment, and I just said, 'When is your next meeting?' As soon as I turned up to my first meeting I felt as if I had found my niche in life. I had a real calling to St Vincent de Paul.' The SVP works on a non-judgmental basis, giving help to everyone irrespective of gender, ethnicity, sexual orientation, faith or no faith. Some people that the SVP support will just need a 'nudge' to help them onto the next step in life, whereas 'some will need the support to help them climb a whole flight of stairs'.

From Siobhan's experiences, it is clear that volunteering is enriching for volunteers themselves.

'I have not met anyone who does not get back more in terms of time and effort, in terms of their spiritual development, in terms of satisfaction, in terms of happiness. When you go in to see someone and they smile, no salary can match that – what price is a smile?

Siobhan and I discussed the people who join the SVP as volunteers. In contrast with the national average, SVP volunteers in the Westminster Diocese tend to be under 60 years old. Siobhan acknowledges that people may worry about how much time they need to commit to volunteering.

'It is really about having the courage to say 'I would like to volunteer. I might not be able to volunteer very often, but when I can I will do so.'

Siobhan believes that 'there is an organisation for everyone, and as your circumstances change in life, you can adapt and go on to other opportunities.'

'It is about using your talents for the greater good of society... I think of myself as a very unremarkable person with the opportunity to do remarkable things, and that's where the Holy Spirit comes in – to enable you to do that. I am one of a crowd, and then you look back in life and think I've done something, though you never feel you've done enough.'

2. MICHELLE - JEWISH

Aside from my food distribution project, whereby I arranged the distribution of leftover schools lunches to local families in need, I also do a few ad hoc things. I help an elderly woman in Temple Fortune with all her typing, paperwork and online admin, I organise volunteers to accompany an elderly man in Golders Green to his Shabbat meals, planning where he will eat each week and coordinating these volunteers to pick him up from families and take him back to his old age home, so he is not alone for Shabbas. I have recently started a Facebook group called Golders Green/ Hendon Hospitality where I've invited host families, couples, singles, and students to join in order to find both Shabbas meals and places to stay. I also do some offline hospitality matches with families and singles looking for a place. I cook meals for various families, usually when they have recently had a new baby and sometimes when people aren't well too. I drive ladies to and from hospital if/when they need and I volunteer to help mums with their babies, usually twins or triplets where they really require an extra hand, usually around bath time or feeding. I also assist with school rotas and other child related activities. I do a lot of fundraising for various organisations and recently planned an entire event, together with the help of a small team of volunteers; from event planning and management to advertising, venue, content, speakers etc. There's also the admin assistance I do for charities, arranging religious seminars for women, starting a children's services at my local synagogue and helping at old age homes and soup kitchens around the festive period.

My ideas for volunteering usually come to me if and when I see a need. However on a more personal note I would like to further develop my service offering through my professional business, Mishy Poppins and also study further.

The reason volunteering is important to me personally is because I feel that being a part of this incredible community is not only a gift, and an honour, but also a responsibility. I have often heard my colleagues say that they have never heard of such community cohesion, so many charities, projects, endeavours, initiatives and so much support. They are often overwhelmed and inspired to hear my stories, and more so as it's so natural and innate to us. Be it happy times (like a new baby) or sad times (such as illness or loss), people are always there to help.

CASE STUDIES

3. JULIE - MUSLIM

The UK Muslim communities are diverse, spread in different parts of the country and still relatively new in many ways when it comes to settling and developing in Britain through institutions, organisations and communal structures.

Lots of positive work has happened but there is much more still to do.

Muslims in Britain are very generous when it comes to donating money to charity, the official Charity Commission figure in the month of Ramadan 2015 was a staggering £100m. Just one month! Much of that money is collected through a handful of charities and most of it is sent abroad for relief work, orphans, widows, alleviating poverty etc. All of that is of course very much needed and just like Christian and other communities, that will always continue.

Much less emphasis up to now though has been put on giving time in voluntary efforts as a form of charity. 'Sadaqa' the word in Arabic is most often used when referring to giving money, not as much on giving time in service to others.

Islamic teachings are very clear about the need to serve others, to help those in need, to make sure that our neighbours and people in our local areas are well looked after. Muslims believe that they are here on this Earth for a short time and have to spend their time well and always looking after this world and its

inhabitants. I have been involved with and helped with feeding the homeless, foodbank initiatives and helping collect for women's refuges among other things. Caring and showing respect for the elderly is another key teaching in Islam and I am helping set up some projects that will enable people to volunteer in that sector. People don't need convincing of the need no necessarily need reminding of what work is required – what they are looking for are good, well run projects and opportunities that they can link in to and volunteer at easily and efficiently, seeing what difference they can make to the lives of others.

I have been motivated by what I have seen in the UK Jewish and other communities. Looking at infrastructure and how that needs to be there to make it easy to enable volunteering for whoever wants to be involved is a challenge that I am enjoying being a part of.

I am excited at the possibilities. The opportunities that are coming through for people of different faiths to work together while keeping with the core values of their own faith too are very exciting. It's important that whatever we put in place can recognise any differences while respecting people and finding common ground.

As we know with good volunteering, everyone benefits. It really is a win-win situation and who would not want to be a part of that?!



APPENDIX VI

POLICY TEMPLATES

Please note that the following policy templates are to be used as examples only. Each organisation should add, remove and adapt parts as it sees fit to make the policy relevant to its volunteers.

1. DATA PROTECTION POLICY TEMPLATE

Aims of the policy

Organisation X needs to keep certain information on its employees, volunteers, clients (service users), trustees, donors and interns to carry out its day to day operations, to meet its objectives and to comply with legal obligations.

Organisation X is committed to ensuring any personal data will be dealt with in line with the Data Protection Act 1998. To comply with the law, personal information will be collected and used fairly, stored safely and not disclosed to any other person unlawfully.

The aim of this policy is to ensure that everyone handling personal data is fully aware of the requirements and acts in accordance with data protection procedures. This document also highlights key data protection procedures within the organisation.

This policy covers staff, volunteers, clients (service users), trustees and donors.

In line with the Data Protection Act 1998 principles, Organisation X will ensure that personal data will :

1. Be obtained and processed fairly and lawfully.
2. Only be used for the purposes for which it was collected
3. Be adequate, relevant and not excessive in relation to the purpose for which it is held.
4. Be accurate and kept up to date.
5. Be kept no longer than is necessary for the purpose.
6. Be accessible to the individual concerned, who has the right to have inaccurate information about themselves corrected or erased.
7. Be subject to adequate security measures that are taken against unauthorised access, alteration, disclosure or accidental loss or destruction.

The definition of 'Processing' is obtaining, using, holding, amending, disclosing, destroying and deleting personal data. This includes paper based personal data as well as that kept on computer. In practical terms this means that personal data should be kept in a secure, locked space and computers should be password protected and switched off when unattended.

Data (such as on emails) at the employees or volunteers home computer should not be left open and should be password encrypted.

Types of data

The Act differentiates between 'personal data' and 'sensitive data'. It imposes the strictest conditions on the processing of 'sensitive data' which includes information relating to racial or ethnic origin, religion, trade union membership, health, sexual life and criminal offences. The processing of such data is prohibited unless the consent of the individual has been obtained, processing of it is necessary to carry out an obligation imposed by law (e.g. complying with PAYE requirements for employees) or where it is necessary for monitoring equal opportunities.

Both types of data may be processed if the person to whom the data relates has given their consent. Where the personal data is 'sensitive', as defined above, the consent should ideally be in writing. If consent is refused, processing may still be permitted if necessary in the context of an employment contract or to comply with legal obligations.

Type of Information processed

Organisation X processes the following personal information:

- Employee information – contact details, bank account details, payroll information, and appraisal notes.
- Information on applicants for posts, including references
- Information on applicants for supported volunteering including detailed application form and references
- Registered service users (clients)volunteers - only contact details
- Organisation X volunteers and interns – contact details and date of birth
- Donors – contact details, donation amount, gift aid declaration
- Trustees – contact details

Most of the above information is computer based but some is paper based.

Groups of people within the organisation who will process personal information are employees, volunteers and interns.

Public register – Information Commissioner

Organisation X is exempt as it was established for not-for-profit making purposes and if it makes a profit it is for its own purposes and not used to enrich others.

Responsibilities

The Act requires that an individual be nominated as a 'Data Controller' to be responsible for determining the purposes for which the information is held and the way in which it is processed. At Organisation X the Data Controller is Person X.

Under the Data Protection Guardianship Code, overall responsibility for personal data in a not for profit organisation rests with the governing body. In case of Organisation X this is the board of Trustees.

The Trustee delegates tasks to the Data Controller. The Data Controller is responsible for:

- Understanding and communicating obligations under the Act
- Identifying potential problem areas or risks
- Producing clear and effective procedures

Staff, trustees, volunteers and intern who process personal information must ensure they not only understand but also act in line with this policy and the data protection principles.

Policy implementation

To meet our responsibilities staff, volunteers, interns and trustees will:

- Ensure any personal data is collected in a fair and lawful way;
- Explain why it is needed at the start;
- Ensure that only the minimum amount of information needed is collected and used;
- Ensure the information used is up to date and accurate;
- Review the length of time information is held;
- Ensure it is kept safely;
- Ensure the rights people have in relation to their personal data can be exercised

We will ensure that:

- Everyone managing and handling personal information is trained to do so.
- Any disclosure of personal data will be in line with our procedures.
- Queries about handling personal information will be dealt with swiftly.

Training and awareness about the Data Protection Act and how it is followed in this organisation will take the following forms:

- On induction; this policy will be provided and explained
- Staff, volunteers and interns will sign a Data Processor agreement form and a confidentiality agreement when handling personal data.
- Staff, volunteers and interns will be made aware of not disclosing passwords, where to keep files locked and how to deal with Organisation X emails on home computers
- Annual reminders about the policy will be held as team meetings

Gathering and checking information

In the terms & conditions on our website we will inform people whose information is gathered via registration on the website what the information is used for, that it is stored securely and that individual passwords are encrypted on our CMS that we restrict access to those who need to know and we train our staff in handling the information securely.

In case of completing paper form this will be stated on the form.

Personal sensitive information will not be used apart from the exact purpose for which permission was given.

Data security

Organisation X will take steps to ensure that personal data is kept secure at all times against unauthorised or unlawful loss or disclosure. All staff are responsible for ensuring that the systems for recording information have been set up with the appropriate security in place. Files that are kept in hard copy must be stored in lockable units, with keys held by staff at an appropriate level. Requests for additional secure storage units should be made when needed. Information that contains personal data must not be left in filing or postal trays.

Personal data cannot be taken off site in paper form or electronic form. Attachments with sensitive personal information need to be password protected.

Any unauthorised disclosure made by a volunteer may result in the termination of the volunteering. For staff any unauthorised disclosure made by staff may result in disciplinary proceedings.

Subject Access Requests

Anyone whose personal information we process has the right to know:

- What information we hold and process on them
- How to gain access to this information
- How to keep it up to date
- What we are doing to comply with the Act.

They also have the right to prevent processing of their personal data in some circumstances and the right to correct, rectify, block or erase information regarded as wrong.

Individuals have a right under the Act to access certain personal data being kept about them on computer and paper files.

Review

This policy will be reviewed at intervals of 2 years to ensure it remains up to date and compliant with the law.

Declaration

I confirm I have read and understood Organisation X's Data Protection Policy and will act in accordance with it.

I am connected with this organisation in my capacity as a

- ☐ Member of staff
- ☐ Volunteer
- ☐ Trustee
- ☐ Intern

Signature:

Print name:

Date:

Please return this form to Organisation X's Data Controller.

2. HEALTH & SAFETY/SAFEGUARDING POLICY TEMPLATE

This is the statement of general policy and arrangements for: XXXXX

XXXXX has overall and final responsibility for health and safety

XXXXXX has day-to-day responsibility for ensuring this policy is put into practice

Statement of general policy	Responsibility of: Name/Title	Action/Arrangements (What are you going to do?)
Prevent accidents and cases of work-related ill health by managing the health and safety risks in the workplace		
Provide clear instructions and information, and adequate training, to ensure employees are competent to do their work		
Engage and consult with employees on day-to-day health and safety conditions		
Implement emergency procedures – evacuation in case of fire or other significant incident. You can find help with your fire risk assessment at: https://www.gov.uk/workplace-fire-safety-your-responsibilities		
Maintain safe and healthy working conditions, provide and maintain plant, equipment and machinery, and ensure safe storage/use of substances		
XXXXXX has day-to-day responsibility for ensuring this policy is put into practice		

Signed: * (Employer)

Signed: * (Employer)

3. VOLUNTEER POLICY TEMPLATE

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 volunteering role] and starts on [date]. This volunteering role is designed to [state how the volunteering role benefits the organisation]. You can expect [name of organisation]:

1. Induction and Training

- To provide a thorough induction on the work of [name of 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 reimburse these expenses following the procedures in the volunteer handbook:
 - Travel to and from home to [the place of volunteering] and during your work: see the volunteer handbook for rules on methods of travel and car mileage allowances;
 - Meal expenses to a maximum of £[]. (Expenses should be incurred through volunteering so to be eligible you should volunteer around meal times or for at least [] hours a day.)
 - Specialist clothing or equipment where this is required and provided by you.
 - Actual cost of crèche, childminding fees or other dependant costs incurred by you in order to be able to volunteer.
- Please keep all your receipts to give to us when we reimburse your expenses.

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 carrying out their volunteering roles which have been 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, complaints 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

We expect you:

- To help [name of organisation] fulfil its [describe role/function/services which the volunteer will be helping with];
- To perform your volunteering role to the best of your 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 the time commitments and standards which have been mutually agreed to and to give reasonable notice so other arrangements can be made when this is not possible;
- To provide referees as agreed who may be contacted, and to agree to a DBS check being carried out where necessary.

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.

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Leonie Lewis, JVN Director

The Strengthening Faith Institutions (SFI) Network is a programme supported by the Department of Communities and Local Government and run by a consortium of faith-based charities led by the Fayre Share Foundation. The SFI supports faith institutions and places of worship by providing bespoke 'health-checks' for each organisation to identifying primary organisational objectives, locating key strengths and areas for improvement, and delivering quality and targeted training for senior management, clergy and volunteers.

The Jewish Volunteering Network (JVN) is the leading volunteering organisation in the Jewish community, connecting over 7,000 volunteers to volunteering opportunities in over 300 charities. In addition to this brokerage service, JVN works towards the professionalisation of the charity sector, providing advice on good practice in volunteer management through delivering training to volunteers and Volunteer Managers from the Jewish charity sector and beyond. This has led to the creation of the JVN Companion to Volunteering and this special multi faith edition.







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