Develop a Volunteering Initiative

A practical guide to support your organisation with the development of a volunteering initiative

Pembrokeshire Association of Voluntary Services
Life-enhancing, enterprising voluntary action at the heart of vibrant communities in Pembrokeshire
## PAVS’ How to … Develop a Volunteering Initiative

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction</td>
<td>2</td>
</tr>
<tr>
<td>- Why involve volunteers?</td>
<td></td>
</tr>
<tr>
<td>- Why do people volunteer?</td>
<td></td>
</tr>
<tr>
<td>- Good Practice</td>
<td></td>
</tr>
<tr>
<td>2. Organisational Policies that Impact on Volunteering</td>
<td>3</td>
</tr>
<tr>
<td>- Volunteering Policy</td>
<td>8</td>
</tr>
<tr>
<td>- Volunteering Code of Practice</td>
<td>9</td>
</tr>
<tr>
<td>- Equal Opportunities Policy</td>
<td>11</td>
</tr>
<tr>
<td>- Health and Safety Policy</td>
<td>12</td>
</tr>
<tr>
<td>- Child Protection Policy</td>
<td>14</td>
</tr>
<tr>
<td>- Confidentiality Policy</td>
<td>16</td>
</tr>
<tr>
<td>- Data Protection Policy</td>
<td>17</td>
</tr>
<tr>
<td>- Insurance Policies</td>
<td></td>
</tr>
<tr>
<td>3. Marketing</td>
<td>18</td>
</tr>
<tr>
<td>- Marketing Methods</td>
<td></td>
</tr>
<tr>
<td>4. Recruitment</td>
<td>19</td>
</tr>
<tr>
<td>- Applications</td>
<td>20</td>
</tr>
<tr>
<td>- References</td>
<td>21</td>
</tr>
<tr>
<td>- Interviews</td>
<td>22</td>
</tr>
<tr>
<td>- Criminal Records Checks</td>
<td>23</td>
</tr>
<tr>
<td>- Volunteer Agreement</td>
<td>24</td>
</tr>
<tr>
<td>- Role Description</td>
<td></td>
</tr>
<tr>
<td>- Volunteer Expenses</td>
<td></td>
</tr>
<tr>
<td>- Volunteering and Welfare Benefits</td>
<td></td>
</tr>
<tr>
<td>5. Induction</td>
<td>25</td>
</tr>
<tr>
<td>- Induction Training</td>
<td></td>
</tr>
<tr>
<td>- Induction Information Pack</td>
<td></td>
</tr>
<tr>
<td>6. Training</td>
<td>26</td>
</tr>
<tr>
<td>- Identifying Training Needs</td>
<td></td>
</tr>
<tr>
<td>- Training Programme</td>
<td></td>
</tr>
<tr>
<td>- Personal development and progression</td>
<td></td>
</tr>
<tr>
<td>7. Support and Supervision</td>
<td>27</td>
</tr>
<tr>
<td>- Methods of support</td>
<td></td>
</tr>
<tr>
<td>- Valuing volunteers and giving recognition</td>
<td></td>
</tr>
<tr>
<td>8. Example Forms</td>
<td>28</td>
</tr>
<tr>
<td>- Example Application Form</td>
<td></td>
</tr>
<tr>
<td>- Example Reference Request Letter</td>
<td></td>
</tr>
<tr>
<td>- Example Volunteer Reference Request</td>
<td></td>
</tr>
<tr>
<td>- Example Expenses Claim Form</td>
<td></td>
</tr>
<tr>
<td>- Example Timesheet</td>
<td></td>
</tr>
<tr>
<td>- Example Supervision Schedule</td>
<td></td>
</tr>
<tr>
<td>- Jobcentre Plus Letter Template</td>
<td></td>
</tr>
<tr>
<td>9. Sources of Help</td>
<td>36</td>
</tr>
<tr>
<td>10. Useful Publications and Web Sites</td>
<td>37</td>
</tr>
</tbody>
</table>
Introduction

This guide has been devised to help develop good practice in new and existing volunteering initiatives and to give information and advice on policies and procedures which are relevant to running a professional volunteering programme. Each section relates to the different stages of volunteer management and highlights the various issues involved with recruiting volunteers.

Why involve volunteers?

It is important to consider why you want to involve volunteers in your organisation and to think carefully about what tasks are appropriate for them to do. If there are paid staff within your organisation it is also important to involve them in this process to ensure good collaborative working is achieved. Volunteers should not replace paid work but add value to what is already being accomplished. Involving volunteers in your organisation brings diversity by broadening knowledge and increasing and developing skills in addition to extending the range of work and services.

Why do people volunteer?

Volunteers are people who freely contribute their time, experience and enthusiasm to benefit the community. Volunteering should be a two-way process however, with volunteers contributing to the organisation they are placed with and gaining something in return – for example, training, gaining new skills, meeting new people, work experience to increase their employment prospects and a sense of satisfaction from the work they have undertaken. Involving volunteers in the management of an organisation or development of a project is an excellent way of integrating volunteers and harnessing diversity. It is essential that volunteering opportunities are interesting, fulfilling and rewarding in order to attract and retain volunteers. Volunteers should be appropriately trained, supported and supervised in addition to getting out of pocket expenses.

Good Practice

Good practice should be an essential element of volunteer management. It should permeate through every aspect of volunteer involvement within an organisation to ensure volunteers are valued for their contribution. Good practice can be demonstrated by having an honest, transparent and open way of working, promoting inclusion, tolerance and acceptance, good communication and a clear sense of purpose. A framework or code of good practice (see Code of Practice on page 7) recognises the rights of volunteers and clearly defines their responsibilities.
Organisational Policies that Impact on Volunteering

Section 2

It is the organisation’s responsibility to provide a policy framework to ensure that the rights of staff, volunteers and service users are protected and that aims and objectives of the organisation are met. Volunteers should be included and covered by any policies under which the organisation governs its work.

Volunteering Policy

Organisations recruiting volunteers should draw up a volunteering policy to set out clear guidelines for volunteers within the organisation. It defines the role of both the volunteer and the organisation.

Model Volunteering Policy

1. Introduction

1.1. The aim of NAME OF ORGANISATION is to: (The mission statement or aim of the organisation is written here)
1.2. In NAME OF ORGANISATION, 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.
1.3. The time, energy and skills offered by our volunteers benefit our work and help us to achieve our aims. Experience has shown that volunteering also brings benefits to volunteers themselves and their client group.
1.4. In NAME OF ORGANISATION, a volunteer is understood to be a person who undertakes voluntary activity on our behalf or on behalf of member organisations. It is undertaken by choice and it is unpaid. In the case of volunteers involved with NAME OF ORGANISATION, we undertake to organise activities effectively.
1.5. NAME OF ORGANISATION believes that our relationship with our volunteers is one of mutual responsibility and commitment and our volunteers have both rights and responsibilities. We hope that volunteers will enjoy their involvement and gain from it in terms of their own personal objectives.

2. Purpose and Advantages of Policy and Procedures on Volunteers

2.1. NAME OF ORGANISATION purpose in adopting this policy is to:

- Highlight and acknowledge the value of the contribution made by volunteers
PAVS’ How to … Develop a Volunteering Initiative

- Reflect the purpose, values, standards and strategies of NAME OF ORGANISATION in its involvement of volunteers
- Recognise the respective roles, rights and responsibilities of volunteers and NAME OF ORGANISATION
- Confirm NAME OF ORGANISATION 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
- 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.

2.2. 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 the broader voluntary sector. It is a resource which we value highly.
- It gives a framework for recruiting and supporting volunteers including people from under-represented groups such as youth, people with a disability, older people and people from black and minority ethnic communities
- It commits NAME OF ORGANISATION to identify and adequately meet the financial and personnel costs of the volunteer programme and to support volunteering through funding and other forms of support.

3. Statement of Principles of Good Practice

3.1. General

In involving volunteers we will be guided by the Volunteering Code of Practice.

3.2. Recruitment and Selection

- NAME OF ORGANISATION Equal Opportunities Policy will be adhered to when recruiting and selecting volunteers
- To ensure that all volunteering opportunities are widely accessible they will be promoted appropriately. 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 volunteers’ application/registration form
Written task descriptions will define time commitment, necessary skills and actual duties
We will request references for volunteers where this is seen to be appropriate
People who offer to volunteer will be dealt with as quickly as possible
We will regularly review the way in which potential volunteers 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.

3.3. Support for Volunteers

NAME OF ORGANISATION will invest financial and personnel resources for the management of volunteers
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
NAME OF ORGANISATION has included volunteers within its insurance arrangements including employment and public liability
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 access to support and supervision on a regular basis, with a named support worker where appropriate
All volunteers will be offered access to appropriate training to enable them to develop their capabilities and personal competence appropriate to their volunteering role
Volunteers will be encouraged to provide each other with mutual support
Volunteers will be made aware of the organisation’s complaints, grievances 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 NAME OF ORGANISATION

3.4. Management Committee Volunteers (sometimes known as Trustees)
To support its Committee, NAME OF ORGANISATION will provide:

- An induction on the role and responsibilities of the Committee and the work of the organisation
- Training where required
- Opportunities to meet with staff members of their choice
- Written information and reports in good time on matters related to the governance to the organisation, the organisation's constitution/Memorandum and Articles of Association, and other relevant areas of legislation.

3.5. Rights and Responsibilities of Volunteers

3.5.1. In engaging volunteers, we recognise the rights of volunteers to:

- Know what is expected of them and to be given clear information and induction
- 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 for future employment further volunteering opportunities
- Be consulted on decisions that will affect what they do
- Withdraw from voluntary work.

3.5.2. We expect that volunteers will:

- Carry out their tasks in a way which corresponds to the aims and values of NAME OF ORGANISATION
- Work within agreed guidelines and remits
- Be reliable
- Respect confidentiality
- Attend training and support sessions where agreed.

3.6. 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 NAME OF ORGANISATION. 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.

3.7. Reviewing the Policy and Procedures

NAME OF ORGANISATION will monitor and review this policy and procedures on volunteers on an annual basis and will nominate a member of the Management Committee and a senior paid staff member to undertake this monitoring and review role.

3.8. Responsibility

Overall responsibility for the implementation, monitoring and review of the policy and procedures lies with the Management Committee and, on the day to day basis, with the senior paid staff.
Volunteering Code of Practice

Organisations that rely on the services of volunteers have particular responsibilities towards them. The ‘Volunteering Code of Practice’ (see below) sets out clear guidelines to ensure that everyone who involves volunteers in their activities do so within a framework of good practice.

- Organisations involving volunteers in their work should have a volunteering policy which defines the roles and limits of volunteering within their organisation
- Volunteers should be made aware of the organisation’s aims and objectives
- Organisations should ensure that volunteers know of, and understand, the organisation’s standards and procedures, including health and safety policy, equal opportunities policy, confidentiality policy (where applicable) and grievance and disciplinary procedures
- Volunteers should have clearly defined tasks, and limitation on tasks within the organisation
- Organisations should have a designated person responsible for volunteers to whom the volunteer has reasonable access, and who will provide them with supervision and support
- Volunteers should be properly prepared for their volunteering through a preparation and induction programme which includes training necessary to enable them to carry out their volunteering tasks
- Recruitment and selection of volunteers should adhere to equal opportunities practices
- Volunteers should be adequately insured, provided with appropriate clothing and equipment, and be fully reimbursed for out of pocket expenses
- Volunteering tasks complement work carried out by paid staff in the organisation, and should not be a substitute for it
- Volunteering is a matter of choice and volunteers should have the time and opportunity to consider whether to undertake the tasks offered them
- Volunteers who are unsuited for the tasks available in an organisation should be referred to a local volunteer bureau or other agency, which may be able to place them
Equal Opportunities Policy

Organisations have a responsibility to promote equal opportunities and to oppose discrimination in line with the law. Developing and implementing an equal opportunities policy is an on-going process and should include staff, volunteers and service users. Equal opportunities should be at the heart of the organisation and should cut across every aspect work.

Model Equal Opportunities Policy

1. Statement of intent

NAME OF ORGANISATION aims to promote equal opportunities at all levels within the organisation and in all its activities to ensure that no individual is discriminated against on any of the following grounds:

- Language
- Gender
- Ethnic Origin
- Marital Status
- Nationality
- Religious or Political Belief
- Physical or Mental Disabilities
- HIV or AIDS
- Sensory Impairment
- Sexual Orientation
- Colour
- Domestic Care Responsibilities
- Social or Economic Background
- Age
- Health status
- Unrelated criminal convictions

NAME OF ORGANISATION conforms with the legislation relevant to anti-discrimination and specifically:

- Disability Discrimination Act 1995
- Equal Pay Act 1970
- Race Relations Act 1976
- Rehabilitation of Offenders Act 1974
- Sex Discrimination Act 1975
- Criminal Records Code of Practice

2. Objectives

NAME OF ORGANISATION has specific objectives in its intention to promote and implement equal opportunities

- Employment
No existing or potential member of staff should face discrimination, either directly or indirectly, in the advertising and recruitment procedures, or through lack of necessary facilities for people with disabilities or those with sensory impairments. Existing staff who may become disabled will be provided with support and assistance to enable them to continue in post where appropriate.

- **Volunteering**
  NAME OF ORGANISATION is committed to good practice in volunteering in line with staff recruitment and employment procedures.

- **Practice**
  NAME OF ORGANISATION will ensure that all its services are equally available and accessible to everyone in society

3. Monitoring and Review
   The Equal Opportunities policy will be regularly reviewed and monitored so as to remain effective.
   - A named person (usually the director) has overall responsibility for Equal Opportunities and for monitoring and review

4. Strategy
   - Equal opportunities training and advice will be given to ensure implantation of the strategy
   - All published materials including recruitment advertisements will be non-discriminatory
   - The equal opportunities strategy will be publicly displayed within the organisation

5. Complaints
   - Complaints from any individual or group may refer to (a named body of member of staff) any matter which they feel may be grounds for discrimination

6. Practice
   - All members of NAME OF ORGANISATION will practice adherence and compliance with the stated commitment to equal opportunities
**Health and Safety**

Organisations have a legal responsibility to ensure that paid staff, volunteers and service users are safe at work and that conditions meet the standards of Health and Safety Laws. A Health and Safety policy should be drawn up and distributed to everyone within the organisation to ensure that they play their part in keeping safe.

Public liability insurance covers accidents and damage claims by members of the public as well as claims from within the organisation. The policy needs to cover staff and volunteers working on outreach in addition to the usual work place if appropriate.

If volunteers use their own car as part of their volunteering activity, they should inform their insurance company in writing as this constitutes a change of use and failure to do so could invalidate their policy.

A risk assessment should be undertaken to examination what could cause harm to people in the work place or where volunteering is carried out. This should include fire risk assessment and first aid provision. This will highlight whether enough precautions have been taken to prevent harm.

The Health and Safety at Work Act 1974 states that employers are liable for their actions and have a duty to provide information, instructions, training and supervision to protect staff and volunteers.

For more information and guidance, contact the Health and Safety Executive’s helpline on: 0845 345 0055

www.hse.gov.uk

The Health and Safety Executive has examples of model health and safety policies which can be used as a template.
Child Protection Policy

(Name of your group here)

We recognise that child protection should not be treated in isolation - we will take on board guidance given by (appropriate authority) and will address recruitment and selection of volunteers and paid employees by doing the following:

1. We accept that it is our responsibility as a group to check that all adults with substantial access to children have been appropriately vetted
2. We will ensure the every new volunteer or member of staff will complete a Personal Profile Form
3. We will make a request for previous addresses on volunteer/job application forms
4. We will ask for the names of two referees who will be prepared to provide a written reference
5. We will follow up each reference with a telephone call or personal contact during which we will discuss the applicant’s suitability to work with children. A record of this discussion will be kept in the applicant’s file
6. We will interview prospective volunteers and staff
7. We will note at interview all previous experience of volunteers and staff in working with children
8. We will carry out a probationary period for all volunteers and staff of at least months.

We believe that every child regardless of age has at all times and in all situations a right to feel safe and protected from any situation or practice that results in a child being physically or psychologically damaged. In our group, if we have suspicions about a child’s physical, sexual or emotional well-being, we will take action. All volunteers and staff are encouraged to share concerns with the committee member who has agreed to monitor child protection issues. If the situation is clearly an urgent case, the child is too frightened to go home or we have very serious doubts about the child’s safety, we will contact Social Work Services or Police immediately. If our concerns are more general about a child’s welfare, then we will discuss these with our group’s child protection monitor, who would then make a referral to Social Work who will make the necessary arrangements. It is important that all volunteers and staff communicate concerns accurately.

To this end, volunteers and staff will follow the procedures below

1. Upon the receipt of any information from a child or suspicions, it is necessary to record what they have seen, heard or know accurately at the time the event occurs;
2. Share their concerns with the monitor for the group and agree action to take
3. Always REFER never INVESTIGATE any suspicions or allegations about abuse.

If we have concerns we must act - it may be the final piece of the jigsaw that is needed to protect that child - or we may prevent further children from being hurt.
Resources to Develop your Child Protection Policy

- Capital Community Foundation provide free training for community groups and have produced a training resource pack which includes a sample policy and procedures as well as sample recording sheets and declaration form. For further information and to download the pack for free go to: http://www.capitalcf.org.uk/grants/training.php#childprotection
  Capital Community Foundation
  357-359 Kennington Lane, London SE11 5QY
  www.capitalcf.org.uk
  Tel: 020 7582 5117
  Email: infor@capitalcf.org.uk

- Prepared by Action in Rural Sussex www.ruralsussex.org.uk
  This guide is intended for community groups who do not currently have a child protection policy or for those groups who would like to update their existing policies and procedures. It is a step-by-step guide that takes you through the policies and procedures that your group needs. The guide is divided in two sections - a basic child protection policy and the associated procedures to implement that policy.
  It is available to download for free from: http://www.ruralsussex.org.uk/grants/lnf_downloads/ChProPol3rdProf.pdf
Confidentiality Policy

If appropriate, a confidentiality policy should be created to ensure that information held by your organisation will remain confidential and in accordance with the Data Protection Act 1998 and will not be disclosed unless stated in the policy’s Disclosure section. Confidentiality is of paramount importance and is vital in order to protect the safety and reputation of an organisation. Personal details and information about staff, volunteers and service users should not be placed in the public domain without prior consent of the people involved.

Model Confidentiality Policy

1. Confidentiality
   a) The NAME OF THE ORGANISATION will provide a confidential service to all of their clients and service users. The NAME OF THE ORGANISATION will not disclose confidential information concerning their trustees, staff, volunteers, clients and service users.
   b) The NAME OF THE ORGANISATION will only store relevant information that is received by their trustees, staff, volunteers, clients and service users in compliance with the Data Protection Act 1998. Information will be stored electronically and protected using passwords and/or in hard copy and stored in locked cabinets.
   c) Confidentiality remains with NAME OF THE ORGANISATION and their clients and service users and not with an individual and their clients and service users.
   d) Information will remain confidential except where disclosure is allowed (see the points of Disclosure set out below)

2. Disclosure
   a) The disclosure of confidential information will be allowed with the consent of the individual involved. Permission to disclose information will be requested, in writing from the individual involved. The disclosure of information will be allowed if permission is received in writing from the individual.
   b) The disclosure of confidential information will be allowed if NAME OF THE ORGANISATION has reason to believe that a person may be a serious risk to themselves or to other people. The individual involved will be informed, in writing of the reason and action taken for disclosure of this information.
   c) The disclosure of confidential information will be allowed if information regarding a criminal offence has been received by NAME OF THE ORGANISATION which may place an individual at serious risk to someone else i.e. vulnerable adults or children. The individual involved will be informed, in writing of the reason and action taken for disclosure of this information.
d) The disclosure of confidential information will be allowed if it is necessary to a Tribunal. Information relating to any individual will be confidential within the Tribunal situation.

e) The disclosure of confidential information will be allowed if specifically requested by a regulation or monitoring organisation of NAME OF THE ORGANISATION. This information will remain confidential between the organisations.

f) The disclosure of confidential information will be allowed if required by law.
Data Protection Policy

Organisations storing personal data on computers must register under the Data Protection Acts 1984 and 1998. Any information relating to a living individual who can be identified by name, address or registration number in a volunteer database, must be registered under the Act. To register contact:

Information Commissioner’s Office - Wales
2 Alexandra Gate
Ffordd Pengam
Cardiff
CF24 2SA
Telephone: 02920 894 929
Fax: 02920 894 930
Email:Wales@ico.gsi.gov.uk
www.informationcommissioner.gov.uk

Model Data Protection Policy

- **NAME OF THE ORGANISATION** is fully registered with the Data Protection Registrar in compliance with the Data Protection Acts 1984 and 1998.
- We undertake to hold all records in the required manner as laid down by the above acts.
- We will not pass information to any person or organisation for use in marketing mailshots or canvassing exercises, or for any purpose that is not made clear at any time.
- Any forms of documents distributed by **NAME OF THE ORGANISATION**, which require input of personal information by service users or enquiries, clearly show our status regarding Data Protection and their option to withhold information should they so wish.
- Staff and volunteers have all been briefed as to their responsibilities regarding the holding and movement of personal information within and without the Association.
- Detailed information regarding **NAME OF THE ORGANISATION** registration and full copies of the Data Protection Acts and their application are readily available for staff, volunteers and service users to view in the main **NAME OF THE ORGANISATION** office.
Insurance Policies

Every organisation has a responsibility to insure its staff and volunteers. The types of insurances that are usually considered are below.

Employer’s Liability Insurance

The Employer’s Liability Act 1969 states that all employers have a duty to insure against any claims by workers for injury or disease. Employer’s Liability Insurance is compulsory and a legal requirement. The insurance must be for at least £2 million to cover any one claim and the certificate must be displayed in the workplace. This insurance does not cover management committee members, consultants and trainees, self-employed people doing work for the organisation, volunteers, and service users. Public Liability Insurance is needed to extend this cover.

Public Liability Insurance

This covers injury, loss or damage caused to any person as a result of an organisation’s negligence. It covers accidents and damage claims by members of the public as well as from the organisation. It includes injury suffered by someone using the organisation’s premises and it may cover volunteers working in other people’s homes in other premises or on an external activity. It includes young people and adults who are participating in the work of the organisation but not when in a motor vehicle. Cover should be in the region of £2 million.

Vehicle Insurance

Under the Road Traffic Acts all organisations with vehicles (mini-buses or pool cars) used on the road must insure the drivers against third party risks – injury or death caused to other road users. The certificate of insurance must be readily available.

Third party insurance does not cover theft or damage to the vehicle. Insurance companies must be informed of the purposes for which the vehicle will be used and who is likely to be driving it. Any young drivers need to be taken into account when negotiating insurance.

Volunteers or staff using their own vehicles in connection with their organisation must give notice to their own insurance companies otherwise any claim made as a result of their volunteering or work may be invalid. Third party cover is normally sufficient and a photocopy of the insurance policy should be given to the volunteer manager as evidence of the cover. Organisations should also consider paying the excess costs when a claim is being made by a volunteer in addition to their No Claims Bonus premiums. This ensures that volunteers are not out of pocket.
Marketing

Section 3

As volunteers are not paid, it is essential that volunteering opportunities are as appealing and attractive as possible to capture people's interest on a broad scale. To adhere to your organisation's Equal Opportunities Policy it is important to reach the wider community to include people from all backgrounds.

It is a good idea to think about whether it is appropriate to reach a target audience before you begin to advertise. A volunteering role description helps to ascertain whether the volunteering opportunity is only suitable for people with specific skills. There is more about role descriptions in Section 4 (Recruitment).

Marketing Methods

There are many ways to advertise and market volunteering opportunities.

Here are a few suggestions:

- Volunteer Bureau
- Local Radio
- Local Press
- Television
- Presentations
- Organisational newsletters
- Internet
- Posters
- Leaflets
- Flyers
- Word of mouth
- Community Centres
- Training Providers
- Job and Careers Centres
- Mailings

PAVS Volunteering Pembrokeshire project is the Volunteer Bureau for the county of Pembrokeshire and publicises volunteering opportunities for their registered organisations free of charge and in many of the ways listed above. The service also provides a volunteer matching referral service to voluntary organisations. Volunteering Pembrokeshire advertises all of their registered volunteering opportunities on the All Wales web site www.volunteering-wales.net
Recruitment

Applications

When a potential volunteer contacts an organisation to find out more about a volunteering opportunity, an information/application pack should be given containing:

- Information about the organisation giving aims and objectives
- Information about the volunteering programme and opportunities
- Volunteering role description and person specification
- Application form requesting references

It is important that a potential volunteer receives as much information as possible about the volunteering opportunity for them to make an informed decision about whether they feel they are suitable in the first instance. Information regarding references, police checks, out of pocket expenses, training and hours required should be provided in addition to a role description and person specification.

Besides requesting contact details, the application form should ask relevant questions such as why the person wants to volunteer on a specific programme and what volunteering experience if any, has been gained in the past. Volunteer’s skills and interests should be carefully matched to increase the success and longevity of the volunteer placement.

Once the completed application form has been received by the volunteer manager and the references checked, an interview should be scheduled so that the suitability of the potential volunteer can be assessed.

References

References validate and reinforce information given on the application form and at the interview. Reference requests can either be in the form of a letter or a reference reply form with a stamped addressed envelope for the reply. A copy of the volunteer role description should also be included to give the referee an idea of the personal qualities and skills required for the volunteering opportunity to be carried out. Taking up references demonstrates that volunteer involvement is taken seriously. The process of taking up references should be confidential and this needs to be explained to both volunteer and referee.
Interviews

Once the application form has been returned and references have been taken up, an interview should be scheduled so that both the potential volunteer and the volunteer manager can assess one another and their suitability. An interview should be a two way process providing an opportunity to ask questions, exchange information regarding the volunteering programme with the option for saying ‘no’ if necessary. If adequate information was sent to the person via the application process then the interview should be more about both parties assessing and getting to know each other. This reduces the chances of mismatching potential volunteers to volunteering opportunities.

The setting of the interview should be considered. A confidential, comfortable and non-threatening environment should be provided where the interview will be conducted without disturbance. An informal, relaxed and friendly interview approach will put potential volunteers at ease. Successful interviews generally include effective listening skills and a good mix of open and closed questions.

If the potential volunteer is unsuitable, you should explain clearly why you came to that decision. It may be appropriate to refer them to another volunteering opportunity or to PAVS Volunteering Pembrokeshire for further help and advice.

If successful, an acceptance letter should be sent to the potential volunteer following the interview giving information regarding dates and times for commencement, induction and training.

Criminal Records Checks

Volunteers working with vulnerable adults and children should have a Criminal Records Check carried out to ensure they are safe to work with these client groups. The level of check depends on the type of work and whether volunteers will be working on a one to one basis or in a group. Organisations can register with the Criminal Records Bureau for a minimal one off fee to have checks carried out. Alternatively, checks can be carried out through the Wales Council for Voluntary Action’s Criminal Records Unit. Criminal Records Checks are free for volunteers.

Volunteers should only be considered unsuitable if their convictions conflict with their volunteering activity.

For more information contact:

- Criminal Records Bureau on 0870 9090811 or www.crb.gov.uk
- Wales Council for Voluntary Action on 0870 6071666 or www.wcva.org.uk
Volunteer Agreement

If both the organisation and the potential volunteer agree to commence with the volunteering placement, a volunteer agreement may then be signed to inform the volunteer exactly what they can expect and what is expected from them. This is not a legally binding document and is signed in good faith.

Example Volunteer Agreement

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.

At Name of Organisation, we undertake to:

- Introduce you to how the organisation works and your role in it and to provide any training you need
- Provide regular meetings so that you can tell us if you are happy with how your volunteer work is organised and get feedback from us
- Respect your skills, dignity and individual wishes and do our best to meet them
- Reimburse agreed out of pocket expenses incurred by your volunteering
- Consult with you and keep you informed of possible changes
- Provide a safe workplace (see Health and Safety Policy)
- Adhere to our equal opportunities policy (see Equal Opportunities Policy)

I _____________________________ undertake to:

- Work reliably and give as much warning as possible whenever I cannot work when expected
- Follow rules and procedures, including health and safety, equal opportunities and confidentiality (policies which I have received and read)
- Abide by the terms of the Data Protection Act 1984

Signed (volunteer) __________________________ Date _________________

Signed (supervisor) _________________________ Date _________________

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

A volunteering role description gives potential volunteers clear guidelines as to what is expected of them. The volunteer role and person specification on a role description will inform the person as to whether they are suitable for that specific volunteering opportunity.

Example Volunteering Role Description

Volunteer Title: Volunteer Administrator

Main objective: To assist the NAME OF ORGANISATION with administrative tasks in the office

Volunteer Role:
- To undertake photocopying, filing, typing and printing
- To carry out database work and record keeping
- To perform receptionist duties - dealing with face to face and telephone enquiries from the general public

Support: Full support and supervision will be provided by the Volunteer Coordinator

Time commitment: 4 hours per week (negotiable)

Volunteering commitment: Minimum period of 3 months

Expenses: Out of pocket expenses will be paid including travel and childcare

Training: Initial induction session plus identified IT training

Person Specification:
- Good verbal communication skills
- Good interpersonal skills and the ability to relate to people
- Good organisational skills
- IT skills
Volunteer Expenses

Volunteering should not cost anything but time and enthusiasm. Reimbursable expenses should include:

- Travel
- Meal costs during volunteering activity
- Child care costs/replacement care costs
- Costs of equipment fees and materials needed to carry out volunteering

It is advisable to develop a policy which sets out clear guidelines of eligible volunteer expenses so that volunteers are aware of what can be claimed before they start volunteering. This document should include mileage rates, food allowances and child care guidelines of your organisation.

Example Volunteer Expenses Guidelines

NAME OF THE ORGANISATION is committed to the implementation of a policy for the reimbursement of actual expenses incurred by volunteers in the course of voluntary activity provided that the expenditure was:
- genuinely incurred (ie the money was actually spent)
- authorised by the name of organisation
- wholly for the name of organisations’ purpose
- necessary for the particular task being undertaken

Expenses will be reimbursed to meet the following costs:

- Travel expenses between home and place of volunteering. The mileage rate payable will be in line with local government and receipts for public transport will be required for audit purposes. Volunteer expense claim forms showing accurate expenses will need to be submitted for payment. Volunteers have a responsibility to inform the Inland Revenue of expenses received as this income may have tax implications. They also need to inform their car insurance company of the change of use of their vehicle.
- Actual expenditure incurred in the purchase of materials or services required to fulfil the tasks being undertaken
- Actual costs of meals taken because of volunteering for more than 4 hours in 1 day. This is limited to £3 per meal.
- Actual costs of crèche, childminding fees or other dependant care incurred in order to be available for voluntary work. If children under 8 are receiving care at crèches or playgroups, they must be registered with the local authority.
Volunteering and Welfare Benefits

Volunteering can sometimes affect people’s entitlement to Jobseeker’s Allowance (JSA) and Incapacity Benefit. But if a few basic rules are followed, volunteers can carry on with your voluntary work and still receive their benefit.

This section provides general guidance but does not cover all situations. For more detailed guidance contact your local Jobcentre Plus Office.

Jobseeker’s Allowance
To get JSA, people have to be available for and actively seeking work. To be available for work, a volunteer must be willing and able to attend a job interview, or start a job, at one week's notice. Volunteers should inform the organisation for whom they are volunteering that this may be the case. There is no limit to the number of hours someone on JSA can volunteer, provided they meet the above conditions. The 16 hour a week rule has now changed. It is important that a person informs the Job Centre that they are commencing voluntary work before their start date. PAVS Volunteering Pembrokeshire can provide volunteers with a standard letter template (see page 32) answering all the relevant questions that the Job Centre needs to know about a volunteer placement in order to safeguard benefit payments. The definition of volunteering at the Job Centre is work that is not replacing paid work for a not-for-profit organisation, where only incurred out of pocket expenses are paid.

Incapacity benefit
There is no limit to the number of hours someone on Incapacity Benefit can volunteer. Volunteering does not call into question the entitlement to Incapacity Benefit, except in 'exceptional circumstances'. People should inform their local Job Centre before they start volunteering to receive confirmation that they will be allowed to do the work. Only incurred out of pocket expenses should be paid.

Volunteer Expenses
Problems can arise if volunteers are paid more than their actual out of pocket expenses. If volunteers are given sessional payments, pocket money or lump sums that exceed their expenses, they will be classed as 'paid' volunteers and benefits may be affected.
Induction

The purpose of induction is to enable volunteers to get to know the organisation and to inform them of the policies and procedures. Clarity of the role of a volunteer and their relationship within an organisation in the context of its aims and objectives encourages motivation and retention and increases volunteer’s engagement and feeling of value.

Induction Training

A comprehensive induction training programme should include:

- **Information about the organisation**
  - mission statement
  - aims
  - objectives

- **Organisational policies that impact on volunteers**
  - Volunteering Policy
  - Volunteering Code of Practice
  - Equal Opportunities Policy
  - Health and Safety Policy
  - Confidentiality Policy
  - Data Protection Policy
  - Insurance Policies
  - Volunteer Agreement

- **Practical information**
  - Staff configuration
  - Lunch and tea and coffee arrangements
  - Dress code
  - Building security e.g. keys, codes, opening hours etc
  - Use of equipment e.g. photocopier, fax, telephone systems, etc
  - Guidelines on claiming expenses and timesheets if appropriate
  - Support and Supervision and who to go to for help and advice
  - Training Programme
  - Volunteering and Welfare Benefits

Induction Information Pack

An Induction Information Pack is an ideal way of providing hard copies of all the relevant documentation, organisational policies and procedures which impact on volunteers and could be used as a tool when delivering the Induction training session.
Volunteers are often attracted to a volunteering opportunity if training is provided, especially if it is accredited. However, it could also have the opposite effect making people shy away from volunteering opportunities because training is mandatory. It may be appropriate for training to be part of the selection process with candidates being offered the volunteering role once they have successfully completed their training course.

Identifying Training Needs

Before recruitment starts it is important to consider what training is needed for the volunteering role to be carried out effectively. Some training may be specific to the person and the role and some training may be relevant across the whole organisation for both staff and volunteers e.g. Health and Safety, Equal Opportunities etc. It may be appropriate for an organisation to take a strategic approach to training by carrying out a global training needs analysis for staff, trustees and volunteers. PAVS Training Department offers this service to organisations in the Voluntary Sector in Pembrokeshire.

Training Programme

A training programme should be developed and included in the Induction Information Pack so that volunteers know what they can expect in the course of their volunteer involvement with an organisation.

Personal Development and Progression

Training should be part of the agenda at one to one supervision sessions with volunteers and their supervisors. Training needs for volunteers should be identified on an ongoing basis looking at their development in their volunteering role and their personal development and progression to reach future goals. It may be necessary to prioritise the training needs of volunteers in relation to the organisation with regard to what resources are available.
Support and Supervision

Support and supervision for volunteers should be the same as for paid staff but adapted to the volunteers needs and level of involvement. A named person should be responsible for volunteers so that they know who to approach if there is a query or a problem. The level of supervision will vary from volunteer to volunteer depending on their role but it is essential that everyone receives support even if they appear to be working well by themselves.

Methods of support

Methods of supervision for volunteers could be:
- regular group meetings
- social gatherings
- regular telephone conversations
- one to one sessions

Details of how support is given should be included in the Induction Information Pack. Supervision acts as a sounding board for new ideas and provides an opportunity for voicing concerns. It also provides an opportunity for identifying training needs and personal development.

Valuing volunteers and giving recognition

Volunteers value being thanked and appreciated for the time and commitment they give. National Volunteers Week is an ideal opportunity to congratulate volunteers for all their hard work. It is usually celebrated during the first week in June each year. Wales Council for Voluntary Action administers the Wales Volunteer of the Year Award scheme each year, which gives certificates of recognition for special volunteering achievements across the country.
Example Forms

Section 8

Volunteer Application Form

This form is confidential and will only be seen by people taking part in the selection process

Name _______________________________________

Address _______________________________________

____________________________________________

____________________________________________

Post Code __________ Tel _________________________

Where did you find out about this project?

Why do you want to volunteer for this organisation?

Are you able to commit 1 day per week? Yes / No

Do you own a car? Yes / No

Do you hold a clean driving licence? Yes / No

Are you insured for voluntary driving? Yes / No

Times available (please tick)

<table>
<thead>
<tr>
<th></th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
</tr>
</thead>
<tbody>
<tr>
<td>Am</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pm</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
What skills and experience do you have that may be relevant to this kind of voluntary work? You could include life experiences, other voluntary work or paid work, qualifications etc.

Do you have a disability? Yes / No
If yes, please give details ___________________________________________
________________________________________________________________

Do you have any health problems? Yes / No
If yes, please give details ___________________________________________
________________________________________________________________

Please give the name of two referees. These should be people who have known you in a professional capacity such as a teacher, support worker, employee (paid or unpaid) but not a family member.

Name ______________________  Name _____________________
Address _____________________  Address ____________________
________________________________________________________________
Tel _________________________  Tel _______________________
Position _____________________  Position ___________________

When you have completed this form, please return it in the SAE provided
Example Reference Request Letter

Dear

Re: Volunteering Reference for John Smith

The above mentioned person has offered to become a volunteer with us and the process of application has supplied your name as a referee. The position applied for is ________________________________ and involves ______________

________________________________________________________________

Please find enclosed a role description and person specification for your reference.

I would be very grateful if you could complete and return the enclosed Volunteer Reference Request as soon as possible.

May I take this opportunity to thank you for your assistance in this matter; a SAE is enclosed for your convenience.

Yours sincerely

John Smith
Volunteer Organiser
Example Volunteer Reference Request

Name ________________________________________________________________

Referee ___________________________________________________________________

Vacancy ___________________________________________________________________

How long have you known the above mentioned person and in what capacity?

What special qualities do you consider this person to have to make them suitable for this position? (Please use the role description and person specification enclosed for reference)

Please use the space below for any additional comments.

Signed ______________________________ Date _________________________
# Example Expenses Claim Form

Name _________________________ Role _____________________________

<table>
<thead>
<tr>
<th>Date</th>
<th>Activities</th>
<th>Travel</th>
<th>Childcare</th>
<th>Meals</th>
<th>Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Claim __________

Signature of person named above __________________________

Authorised by ____________________________

Date __________________________

*Please attach any receipts or public transport tickets*

## For Office use only

Project Name ________________________

Total Mileage ______________________ Accumulative Expenses ____________
Example Volunteer Timesheet

Name _______________________ Role _______________________________

<table>
<thead>
<tr>
<th>Date</th>
<th>Venue</th>
<th>Description of Duties</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Signature of person named above _______________________ Date ______

Authorised by _________________________________ Date ______
Example Volunteer Supervision Schedule

Name ____________________________________________
Volunteering Role ________________________________
Date ___________________

<table>
<thead>
<tr>
<th>Work Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>--------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ongoing Work / Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personal Development / Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>--------------</td>
</tr>
</tbody>
</table>

Date of Next Session _________________________
Signed (Volunteer) __________________________
Signed (Supervisor) __________________________
Dear Sir/madam

Re: Notification of commencement of volunteering

I am writing to inform you that I wish to start volunteering on ____________________________ with ____________________________ which is a charitable/not for profit organisation.

The address of the volunteering placement where I will be based is ______________________________________________________

__________________________________________________ and the volunteer organiser who will be supervising me is _________________________________

The volunteering opportunity that I will be carrying out is _________________________

_______________________ and the duties undertaken will be ______________
________________________________________________________________
________________________________________________________________

The volunteering hours per week will be ________________________________ and I will/will not be paid receipted actual out of pocket expenses incurred whilst volunteering.

The volunteering duties that I undertake would not be carried out by a paid member of staff at this organisation if I was unable and I am not volunteering in preference to paid work.

Signed ______________________________ Date _______________________
Sources of Help

Section 9

PAVS Volunteering Pembrokeshire
Tel 01437 769422
Fax 01437 769431
Email volunteering@pavs.org.uk

Pembrokeshire Volunteers’ Organiser’s Network
Tel 01437 769422
Fax 01437 769431
Email volunteering@pavs.org.uk

Pembrokeshire Environment Volunteer’s Network
Tel 01437 769422
Fax 01437 769431
Email volunteering@pavs.org.uk

WCVA Volunteering Unit
Tel 0870 6071666
Fax 02920 431701
Email help@wcva.org.uk

Citizens Advice Bureau Haverfordwest
Tel 0845 1202939
Email hwestcab@yahoo.com

Citizens Advice Bureau Pembroke Dock
Tel 01646 683805

PLANED
Tel 01834 860965
Fax 01834 861547
Email information@planed.org.uk

Pembrokeshire County Council
Tel 01437 764551
Email enquiries@pembrokeshire.gov.uk

Pembrokeshire College
Tel 01437 765247
Fax 01437 767279
Email info@pembrokeshire.ac.uk
Useful Publications and Web sites

## Publications

PAVS Volunteering Information Centre has many publications on Volunteer Management which are available to voluntary organisations in Pembrokeshire. Below is a list of some of the most popular publications specifically looking at volunteer management but there are many other resources in specialised areas of interest e.g. mental health, youth, elderly, mentoring, etc.

<table>
<thead>
<tr>
<th>Publication</th>
<th>Author/Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Good Practice Guide</td>
<td></td>
</tr>
<tr>
<td>The Good Practice Guide to Managing Volunteers</td>
<td>Swansea CVS</td>
</tr>
<tr>
<td>Volunteering Training and Good Practice</td>
<td>Swansea CVS</td>
</tr>
<tr>
<td>Supervising Volunteers</td>
<td>Lee and Catagnus</td>
</tr>
<tr>
<td>The Volunteer Recruitment Book</td>
<td>Susan J Ellis</td>
</tr>
<tr>
<td>Essential Volunteer Management</td>
<td>Steve McCurley and Rick Lynch</td>
</tr>
<tr>
<td>The Voluntary Sector Legal Handbook</td>
<td>Sandy Adirondack</td>
</tr>
<tr>
<td>The Safer Volunteering Guidebook</td>
<td>WCVA</td>
</tr>
</tbody>
</table>

## Web sites

<table>
<thead>
<tr>
<th>Web site</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wales Council for Voluntary Action</td>
<td><a href="http://www.wcva.org.uk">www.wcva.org.uk</a></td>
</tr>
<tr>
<td>Volunteering Wales</td>
<td><a href="http://www.volunteering-wales.net">www.volunteering-wales.net</a></td>
</tr>
<tr>
<td>Volunteering England</td>
<td><a href="http://www.volunteering.org.uk">www.volunteering.org.uk</a></td>
</tr>
<tr>
<td>Institute for Volunteering Research</td>
<td><a href="http://www.ivr.org.uk">www.ivr.org.uk</a></td>
</tr>
<tr>
<td>Employee Volunteering</td>
<td><a href="http://www.employeevolunteering.org.uk">www.employeevolunteering.org.uk</a></td>
</tr>
<tr>
<td>Jobcentre Plus</td>
<td><a href="http://www.jobcentreplus.gov.uk">www.jobcentreplus.gov.uk</a></td>
</tr>
<tr>
<td>Careers Wales</td>
<td><a href="http://www.careerswales.com">www.careerswales.com</a></td>
</tr>
<tr>
<td>Criminal Record Bureau</td>
<td><a href="http://www.crb.gov.uk">www.crb.gov.uk</a></td>
</tr>
<tr>
<td>Citizens Advice Bureau</td>
<td><a href="http://www.citizensadvice.org.uk">www.citizensadvice.org.uk</a></td>
</tr>
<tr>
<td>Pembrokeshire College</td>
<td><a href="http://www.pembrokeshire.ac.uk">www.pembrokeshire.ac.uk</a></td>
</tr>
<tr>
<td>Pembrokeshire County Council</td>
<td><a href="http://www.pembrokeshire.gov.uk">www.pembrokeshire.gov.uk</a></td>
</tr>
<tr>
<td>Volunteering Overseas</td>
<td><a href="http://www.vso.org.uk">www.vso.org.uk</a></td>
</tr>
<tr>
<td>Una Exchange</td>
<td><a href="http://www.unaexchange.org">www.unaexchange.org</a></td>
</tr>
</tbody>
</table>
