



Foreword

Voluntary Arts Ireland and Volunteer Ireland would like to acknowledge the work of Volunteering England and Voluntary Arts England in developing the first edition of the Arts and Volunteering Toolkit in 2012, and Volunteer Now for their work in developing the second edition for Northern Ireland.

Volunteer Ireland and Voluntary Arts Ireland began work in early 2013 on adapting the toolkit for an Irish audience. This toolkit provides a range of resources to help volunteer-involving arts organisations of all sizes to better engage and manage their volunteers.

We hope this toolkit will provide groups with the practical advice required to help start or improve a volunteer program. Further support is available through Voluntary Arts Ireland and Volunteer Ireland, for further information please see the contact details below.

Volunteering in the Arts

A toolkit for arts volunteer-involving
organisations in Ireland.



Voluntary Arts Ireland
www.vaireland.org
T: +44 28 7127 2501
E: info@vaireland.org

Volunteer Ireland
www.volunteer.ie
T: 01 636 9446
E: info@volunteer.ie

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Síle Boylan, National Gallery of Ireland
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1. Introduction



1.1. What is a volunteer?

Volunteering is defined by the Irish Government in the 2000 White Paper “A Framework for supporting Voluntary Activity and for developing the Relationship between the State and the Community and Voluntary Sector” as:

“The commitment of time and energy, for the benefit of society, local communities, individuals outside the immediate family, the environment or other causes. Voluntary activities are undertaken of a person’s own free will, without payment (except for reimbursement of out-of-pocket expenses)”

This definition refers to both formal volunteering (carried out with an organisation/group) and informal volunteering (carried out outside of an organisation).

‘Volunteering’ therefore refers to a wide spectrum of activities. Overall,

anyone who donates their time freely in order to benefit others, whether that is within an organisation or more informally within their neighbourhood is a volunteer.

Volunteers that are involved in the arts carry out tasks such as those listed below:

1. Committee volunteers: those who serve on boards of management;
2. Organising volunteers: those who co-ordinate the work of volunteers;
3. Service volunteers: those who contribute to the running of an organisation or group;
4. Process volunteers: those who direct, shape and lead the artistic work of an organisation or group, e.g. directors, conductors, producers, choreographers, designers, tutors, curators, conservators, promoters,

tour guides, etc.

1.2. Member or Volunteer?

Some arts organisations may understand ‘volunteer recruitment’ as finding more members, audience members or participants. The nature of the arts sector and the fluidity in terms of how people engage with it means that individuals often are members, participants and volunteers. Below is a list of common roles that people play within voluntary arts

Member: someone who belongs to an organisation / group.

Audience member: someone who benefits from the artistic output of an organisation / group.

Participant: someone who takes part in the activities of an organisation / group.

Volunteer: someone who freely offers to do something for an

organisation/group.

This distinction is less clear in the arts sector than in others, as our members, audience members and participants are often the people who do things for or with us. It’s still worth bearing in mind though, because the way you approach someone to fulfil a volunteering function will be different to the way you approach a standard member, audience member or participant.

This table may help you to be clear whether you are asking someone to be a member, volunteer or both

If you ask someone to...	member	volunteer
Join the organisation	✓	✗
Join the organisation and do something that benefits others	✓	✓
Do something that benefits others	✗	✓

1.3 Why do people volunteer?

To best support and engage volunteers in your organisation, it is useful to first have an appreciation and understanding of the reasons why people choose to volunteer. For example, people may want to volunteer in order to:

- Give something back to their community or society;
- Gain valuable training and experience which may lead to paid

employment;

- Make use of special interests and talents;
- Learn new skills and/or develop new interests;
- Meet new people with similar interests;
- Find out more about an area of work they are considering as a career;
- Have a chance to take some responsibility and make decisions;

- Be an active citizen;
- Make a difference;



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Recruiting Volunteers

2. Recruiting Volunteers

2.1 Why do you want to recruit volunteers?

There are lots of reasons for recruiting volunteers, which may include some of those which are listed below:

- Bring extra hands and additional skills to your organisation;
 - Approach challenges creatively and with a fresh perspective;
 - Build a connection with the local community and demonstrate your organisation's commitment to it;
 - Extend your area of influence and contact with the wider community
- Whatever your reasons, before you begin you should do some planning. How much you do will depend on your organisation and its

activities, but the principles are the same for everyone.

2.2. How do you want to involve volunteers?

Unlike members, volunteers are recruited specifically to do something. Therefore, the first question you need to ask is what you are recruiting them to do:

If your work involves paid staff, think practically about tasks that staff currently don't have time to do or about what support they might need to add value to their work;

Think adventurously about dream projects which your organisation doesn't have the resources to tackle;

Think realistically about what an individual volunteer or group of

volunteers could achieve;

Think sympathetically about what might interest a potential volunteer and benefit their personal development.

2.3 Develop an attractive Volunteer Role Description

Once you have decided how your organisation would like to involve volunteers, you can start to develop a volunteer role description, which will define what the volunteer's purpose is and how they will fit into your organisation. Role descriptions clarify expectations and make the process of recruitment and selection easier. An attractive volunteer role description should include the following:

- A creative role title
- A brief organisation and role overview;
- The specific tasks the volunteer will

undertake;

- The time commitment the role requires;
- The place where the volunteer will be working;
- The skills, experience and quality desirable for the role;
- The training and supervision the volunteer will be offered;
- The specific benefits of the role;
- The expectations you have of volunteers such as confidentiality, professionalism etc.

You can find more information on developing a successful Volunteer Role Description by visiting the 'Resources' section of Volunteer Ireland's website at www.volunteer.ie/resources. Further guidance and support is also available through Voluntary Arts Ireland's dedicated online resource at www.info.voluntaryarts.org.

2.4 How will you select volunteers?

Screening and selection is the process of ensuring your organisation chooses the right applicant for the appropriate role. The level and extent to which you screen volunteers is determined by the services you provide and the nature of the role. Screening is particularly important if volunteers work with children, young people or vulnerable adults – Garda Vetting is a legal requirement for volunteers working with these parties. Screening may also be necessary in cases where volunteers are unsupervised, deal with finances or visit a client's home.

Volunteer screening helps to create and maintain a safe environment and ensures that volunteers are matched appropriately to their role and tasks.

Methods of volunteer screening include:

- Application form

- Interview
- Reference check
- Garda Vetting, when appropriate to the position

You can find more information about volunteer screening and selection by visiting the 'recruit volunteers' section of Volunteer Ireland's website. Further guidance and support is also available through Voluntary Arts Ireland's dedicated online resource at www.info.voluntaryarts.org.

2.5 Finding volunteers

There are many ways of finding volunteers and it will differ from area to area, but there are some key things to consider.

Promote and advertise your volunteering opportunity:

- Tell your members and encourage them to share it with their network;

- Post on social media platforms;
- Put an advert on your website;
- Register the opportunity with your local Volunteer Centre;
- Issue a press release to local media
- Create a poster
- Make the most of campaigns such as Voluntary Arts Week and National Volunteering Week.

2.6 Volunteer Centres

Volunteer Centres provide a placement service between individuals and groups who want to undertake voluntary activity and organisations that are seeking to involve volunteers. Their primary function is to match individuals and groups interested in volunteering with appropriate volunteering opportunities. Volunteer Centres offer advice and support to both volunteers and volunteer-involving organisations through a range of services that include

information provision, consultation, training and Garda Vetting. Volunteer Centres can help you find the right volunteers for your organisation and provide training on how best to support and engage volunteers. For more information or to find details of your local Volunteer Centre, visit www.volunteer.ie

3. Retaining Volunteers

Although it's not always possible (or desirable) to keep the same volunteers for a long period of time, it's worth looking at what you can do to reduce the turnover of volunteers in your organisation. After all, you've already gone through the process of recruiting, inducting, training and supporting the volunteers. In addition, when they leave they may take a wealth of knowledge and experience with them.

If you follow the guidance in this toolkit you should be on your way to creating a volunteer programme that people want to stay involved with. However, some of the most important elements are included here.

3.1 Create rewarding roles

You should build retention into your volunteer programme before you even

begin recruitment by creating roles that are attractive and rewarding, as well as meet your objectives. When drawing up a role or task description consider what you need and want the volunteer to do.

What is there in the role that would attract and keep volunteers? Is it a chance to learn new skills or meet new people? And what does the role have to offer a volunteer in the medium to long term?

A Volunteer Corps for Art Events / Festivals

If there are a number of voluntary groups located around the same geographic area, think about organising a core group of volunteers from across the groups who are centrally trained in specific skills, e.g. event based skills such as stewarding, and who are willing and able to provide additional support



to any venue holding an event. A memorandum of understanding could be developed across the participating groups, agreeing to provide a basic level of support which includes reimbursement of expenses etc for volunteers helping at their event. The agreement should also state that the event organisers are responsible for insurance for the volunteers while they are engaged in their venue or event.

3.2 Motivate Volunteers

Acknowledging how volunteers help your organisation can help to ensure that they stay happy, motivated and remain engaged with your organisation.

Here are some suggestions on how to motivate your volunteers:

- Vary duties where possible and appropriate;
- Set goals together and share the outcomes with others;
- Discuss progression options;

- Demonstrate how their roles have impacted your organisation;
- Provide opportunities to learn more about the organisation through attendance at meetings conferences, trainings etc.

3.3 Support and supervision

Providing good quality support and supervision helps to retain volunteers by:

- Helping you identify problems and solutions early;
- Ensuring you know how they're feeling about the role;
- Identifying external issues that may impact on their volunteering; and
- Making them feel valued.
- Responding to requests for help or assistance as quickly as possible

- Ensuring that volunteers are not overloaded.
- Resolving any problems swiftly and efficiently.

3.4 Reward and recognition

Volunteers are more likely to stay with you if they feel they are an important part of the organisation. There are many ways of doing this, and different people value different forms of recognition, so you'll need to think about your own situation and volunteers, but some suggestions are:

- Thank your volunteers regularly
- Give volunteers an identity with an official role title or name badges;
- Provide additional and relevant training;
- Promote the work of volunteers in your communication;

- Involve volunteers in decision making;
- Hold your own celebration event and/or join national and regional celebrations such as:

- Voluntary Arts Week / National Volunteering Week
- Volunteer Ireland Awards;
- International Volunteer Day (5th December)

Appreciation and recognition needs to be tailored for the individual. Get to know your volunteers, their likes and dislikes. This can provide you with insight into what they really appreciate!

Gifts

Some organisations like to reward their volunteers with gifts. This is okay as a 'one-off', but any regular gift could be seen as payment, which you want to avoid as it could confer employment rights on the person you are calling a volunteer.

The rule of thumb is that a volunteer should not be rewarded with anything that either represents a cost to the organisation or that the volunteer could use to make a profit. This isn't to say that an organisation can't reward their volunteers with gifts when they leave or after many years of service, but these should be small, such as flowers or chocolates.

3.5 Exit interviews

Whatever you do, volunteers will leave. Volunteers may feel they can give more frank and open feedback when they have finished volunteering with your organisation. An exit interview provides an opportunity to gather valuable feedback which can help your organisation improve work practices and learn how to better retain volunteers.

Volunteer Ireland has developed an Exit Questionnaire, which you can use to gain feedback from volunteers leaving your organisation. Visit the 'resources' section of Volunteer Ireland's website at

www.volunteer.ie/resources to download the questionnaire.

Further guidance and support is also available through Voluntary Arts Ireland's dedicated online resource at www.info.voluntaryarts.org



4. Equality and Diversity

There are many benefits to working with a more diverse group of volunteers, including:

Demonstrating an organisation's commitment to equal opportunity for all;

Organisations can always benefit from fresh approaches;

Incorporating a wider range of ideas might help your organisation to improve its service and work more efficiently to fulfil its aims; and

Reflecting the local community can boost an organisation's credibility and improve its ability to focus on local needs.

Involving Children (under 14 yrs old) and Young People as Volunteers

It is up to you to decide which aspects of your organisation are

appropriate for children and young people to get involved in. Group activities often work best. Have an open mind and remember children are often quick to learn and older children will be keen to take on new responsibilities. A child protection policy should be drawn up and everyone should be clear that involving children as volunteers means following the guidelines for working with children and young people.

Family Volunteering

Family volunteering is a useful model of volunteering in which family members of all ages can volunteer together as a group. It provides an intergenerational feel to a voluntary group's work. Although all groups that involve volunteers should have good child protection practices in place, involving families in your work can mean that parents or guardians of

young people can be asked to be responsible for their own children while at the event / venue.

Older People

Older people can bring a lot of skills and experience to the organisation / group which they have built up over a lifetime.

4.1 Equality and diversity Policy

It's a good idea to have an equality and diversity statement or policy that covers volunteers. At its simplest, this could involve a statement within the volunteer policy or volunteer handbook that the group or organisation will not discriminate directly or indirectly on the basis of differences other than suitability for the role.

As well as saying what it won't do, an equality and diversity statement / policy should state how the group or organisation will aim to create

an inclusive environment, including positive action. Positive action involves encouraging less well represented groups, for example the black, gay or disabled members of the community, to volunteer.

4.2 Volunteer Policy

A volunteer policy sets out what potential volunteers can expect while volunteering for your organisation, and, vice versa, what you can expect from them. It gives clear guidelines for decision-making and instruction on how to carry through or act on decisions made.

It also assists in the management of potential risks that might occur involving volunteers, such as accidents and abuse. A policy ensures that things are running smoothly and that volunteers are properly recruited and well managed, and it serves as an aid to effectiveness.

4.3 Be aware of potential barriers

Remember, ensuring everyone has an equal opportunity to participate in your activity doesn't mean just thinking about people who are disabled. People can be excluded by things such as their financial situation, the time available to them and their childcare responsibilities.

Some of the things you might want to think about include:

- Physical accessibility of the venue or location;
- Requirements of the role, such as time commitment;
- Whether you can cover expenses;
- If you can provide childcare or cover the cost;
- Does a role require a volunteer to be Garda Vetted?

- Is involvement in your group or organisation restricted to a particular group of people by gender, age, ethnicity, dis/ability etc. If so, it might be worth considering broadening membership. If not, remember to outline the reasons why.

- What image does your organisation give off through flyers, information leaflets?

4.3 More information

You can find more information on how to develop a volunteer policy for your organisation by visiting the resources sections of Volunteer Ireland's website at www.volunteer.ie/resources

Further guidance and support is also available through Voluntary Arts Ireland's dedicated online resource at www.info.voluntaryarts.org



5. Induction and Training

The purpose of induction and training is to ensure that volunteers are able to carry out their role as effectively as possible.

5.1 Induction

An induction is an information-sharing process. It provides a space to introduce volunteers to the work of the organisation, meet fellow staff and volunteers and to become familiar with organisational policies and procedures. It also provides an opportunity to review the role description and to introduce the volunteer to the tasks they will be responsible for. Planning and creating an induction pack ensures all volunteers receive all relevant information and are introduced to the organisation in the same way.

Pre-arrival

This forms part of the recruitment

process, and will consist of any information about the organisation and the role that you send the volunteer before they start with you, such as:

- Volunteer role description(s);
- Contact details and directions and/or map of how to get there;
- Application Form;
- Volunteer Handbook (if you have one)

Organisational induction

Explaining what the organisation's goals are, and how it goes about achieving them, and helping the volunteers understand where they fit within the organisation as a whole.

You might include

- The organisation's mission

statement and history;

- An overview of the organisational chart and services;

- Role of volunteers and staff;

- Aims and objectives of the organisation, ethos and values

Practical Induction

Sharing practical information that will help make volunteers comfortable with their working environment and work effectively. You can include:

- Guidance on training, support and supervision;
- Financial issues, e.g. how to claim expenses (and what can be claimed);
- Volunteer agreement (what the volunteer can expect from the organisation, and vice versa);
- General orientation of building, project and office equipment;

- Contact numbers and Industry abbreviations

Policies and procedures

Ensuring that volunteers have a clear understanding of your organisation's policies and procedures, such as:

- Health and Safety issues;
- Volunteer policy;
- Child protection policy;
- Confidentiality, data protection and data access

Welcome volunteers on the first day:

- Welcome volunteers warmly
- Introduce new volunteers to other staff and volunteers;
- Explain who they can go to if they have any questions or problems;
- Set initial assignments that allow the volunteer to ease into things

Group v. Individual Induction

The way you approach the induction process will depend on a number of factors, including the number of volunteers you have starting at the same time and the amount of space you have for group activities.

Group induction can take less time overall, and allows for discussions to take place where appropriate. It can also enable volunteers to start to build relationships and provide a support system for each other.

On the other hand, if you only have volunteers starting from time to time, it might put them off if they have to wait a while for enough others to join and form a group, so it could be as well to start people one at a time.

Some things might be covered more effectively in a group context, such as confidentiality for example, and you may choose to wait and deal with that as part of a specific training session when you have more people to contribute to the discussion.

5.2 Training

Training is often one of the most valued benefits for a volunteer. It can be a great motivator, keeping people interested and challenged, as well as enhancing skills.

The training your volunteers receive will depend entirely on their roles, and on the numbers of volunteers you need to train at any one time. Initial training may be required to enable the volunteer to carry out their role effectively, and depending on the role may take hours, days or weeks to complete. Ongoing or refresher training may also be required to keep volunteers skills fresh, or to enable them to develop within the organisation and to take on further tasks.

However you decide to address your volunteers training needs, the key is to make sure that it is designed around their roles. Current volunteers can be extremely useful in helping identify the elements in which they feel some

formal training would be useful, and they will be able to feed in examples of situations that could form interesting case studies for discussion. Experienced volunteers might even find it interesting to deliver, or at least co-deliver, elements of a training programme for new volunteers.

Hands-on training

The most common way of training volunteers and probably the most economical is on-the-job training. This is most appropriate if you only take on one volunteer at a time, and the work they will be doing is relatively straightforward.

A member of staff, or another volunteer, will show the volunteer how to do a task and then supervise them as they do it. This method is effective as long as the person doing the training takes care to make sure the new volunteer really understands what they are meant to be doing, and the volunteer feels able to ask questions.

External trainers

A second method is to send volunteers on a training course with a trainer from outside the organisation. This can work either with groups or individual volunteers, as you can either send one or two people on a public open course, or book the trainer to do the course purely for your organisation.

This can be an expensive way to buy training, but it's worth it if your volunteers need to learn some more complex skills. You can also make it more economical, if you are buying the training in, by letting other local organisations participate, and sharing the cost that way.

In-house training

Another method of delivering training is to develop an in-house programme. This works best if you can take on volunteers in groups and you need to train them in fairly complex tasks or ideas.

There are lots of good training courses out there, too, to enable the people delivering the training to keep up to date on current thinking about learning styles and training techniques.

Alongside a range of online resources at www.info.voluntaryarts.org Voluntary Arts Ireland offers one-to-one clinics for people to help them with specific needs. To find out more contact them at info@vairland.org or +4428 7127 2501.

Volunteer Centres also offer volunteer management training, to find the next training dates in your area visit <http://www.volunteer.ie/resources/volunteer-management-training/> Volunteer Ireland offers a calendar of training events and bespoke training and consultancy for organisations. Visit www.volunteer.ie/resources for more information.



6

Support and Supervision

6. Support and supervision

All volunteers need support and supervision, but the form that this takes will vary. Volunteers at a one off event will need different support to a long term volunteer. Each volunteer should have a named supervisor.

It is important that it is appropriate to the role and the individual volunteer.

Don't prejudge what support someone might need - ask them.

Some people may need a little extra training or on the job coaching. Other volunteers may lack confidence, and need reassurance that they are doing things correctly.

6.1 Peer support

It's worth considering peer support. This could be through a buddying system, in which experienced volunteers support new ones. As well as providing support for new volunteers a buddying system is a good way of recognising the expertise

of experienced volunteers.

Another option is volunteer meetings. This is a chance for volunteers to collectively contribute to the work and daily life of an organisation, and a chance for them to share their experiences.

6.2 Supervision meetings

One-to-one supervision meetings may not be appropriate for all models of volunteer involvement, but for many roles, it provides an opportunity to monitor and evaluate your volunteer programme, discuss how the volunteer feels about their role, provide feedback, identify goals, and pre-empt difficult situations before they arise.

Avoid it being seen as an 'appraisal'. Reassure volunteers that it's a chance to talk in a private space, and that it's as much about you listening to the

volunteer as you talking to them.

Questions to ask include:

- What's going well?
- What isn't going well?
- Are there any other tasks you would like to do?
- Do you feel there is any support or training you need?
- Are you happy within your role?
- What do you think could improve your volunteering?

Encourage volunteers to raise problems or concerns. It's much easier to deal with a problem at an early stage than let it grow into something which disrupts the work of the volunteer or even the whole volunteering programme.

Give clear feedback. Make sure you let volunteers know when you are pleased with their work. Where there

are problems related to the volunteers work or behaviour don't be afraid to raise them. Always remember that the problem is the behaviour not the individual, and phrase the issue as a shared problem.

6.3 Other models

Where regular formal supervision meetings are not appropriate to your involvement of volunteers, you should consider finding other ways of sharing and receiving feedback. The above questions are still likely to be a useful base for such conversations, but of course they may need to be adapted to the situation.

When involving volunteers in a one day project, you may simply need to chat to everyone involved and make sure they are happy with the training they received and understand what they are doing.

6.4 More information

You can find a host of online resources, factsheets and guides on

Volunteer Ireland's website
at [www.volunteer.ie/resources/
factsheets-guides/](http://www.volunteer.ie/resources/factsheets-guides/).

Further guidance and support is
also available through Voluntary Arts
Ireland's dedicated online resource at
www.info.voluntaryarts.org



7 Expenses

7. Expenses

Whilst unpaid, volunteering shouldn't leave volunteers out of pocket, otherwise it can be difficult to involve a diverse range of people. That's why it's good practice to reimburse a volunteer for all the out of pocket expenses they incur, where possible. Furthermore by only returning expenses it ensures you don't inadvertently grant employment rights to volunteers with your organisation.

Whilst this should be a straightforward matter, there are a number of pieces of good practice guidance which can help. This includes asking volunteers to complete an expenses claim form and provide copies of receipts. A factsheet on Volunteer Expenses is available from Volunteer Ireland's website.

7.1 Be open and honest

The most important thing is to be

open and honest with your volunteers from the start. Be clear about what expenses will and won't be reimbursed. Be clear about limits on the amount that can be claimed for expenses such as meals. They will then be able to make an informed decision about their volunteering.

7.2 Why reimburse expenses?

Whilst it is best practice for volunteer-involving organisations to pay out-of-pocket expenses for volunteers, it is also recognised that some organisations do not have the resources to do so. Either way, it is important that organisations have an expenses policy in place and that volunteers are aware of which expenses are covered right from the start.

Expecting volunteers to cover their

own expenses can be a barrier to volunteers with low incomes or little spare cash. It could also deter people who feel that they are already making a significant contribution of their time.

Refunding volunteer expenses is a legitimate financial element of any volunteer programme, so groups and organisations should take account of potential volunteer expenses in funding applications and budgets.

7.3 Which expenses should be reimbursed?

The process of reimbursing expenses should be based on a single, simple principle: only reimburse out-of-pocket expenses – typically only expenses related to travel or subsistence should be reimbursed. It can be useful for organisations to set a daily or weekly limit for out of pocket expenses. Be clear about limits on the amount that can be claimed for expenses such as meals. Make sure volunteers are aware of what expenses can and cannot be

reimbursed.

7.4 How to reimburse expenses

Create an expenses claim form, which volunteers can use to detail expenses and attach the corresponding receipts for each expense. A sample can be found in Volunteer Ireland's factsheet on Volunteer Expenses. Try to reimburse expenses as soon as possible. Try and reimburse in cash or by bank transfer rather than by cheque as this can often be inconvenient and delay payment. If the group or organisation can only process expenses claimed within a certain timeframe after incurred, it should ensure volunteers know this so they do not miss the deadline.

7.5 Volunteers who are in receipt of Social Welfare

Sometimes people that are interested in volunteering with you may be in receipt of social welfare payments

such as job seekers allowance. Jobseekers are fully entitled to volunteer whilst in receipt of Jobseekers Allowance, as long as they continue to meet the conditions set out by the Department of Social Protection.

Factors to be taken into account will include:

- the type of work involved,
- the aims and standing of the voluntary body,
- the weekly hours worked,
- amount of any payment received by way of out-of-pocket expenses

The Department of Social Protection state that voluntary work undertaken by jobseekers would normally involve only a few hours a day or a few days a week but full-time involvement in voluntary activities would not necessarily be ruled out. However, there should be no implication of job replacement or cheap labour. Any

payment for the voluntary work should be limited to out-of-pocket expenses such as travelling expenses or meal allowances.

Jobseekers who are interested in volunteering with your organisation will need to fill out a VW1 form which is available from all social welfare offices.

7.6 Encourage all volunteers to claim expenses

Some volunteers may feel that they do not need or even should not be offered expenses payments. However, ensuring everyone claims expenses helps a group or organisation to determine the full cost of a volunteer project. This will help in forecasting volunteer budgets and applying for appropriate funding.

Do not pay a flat rate

Volunteers should not be paid a flat rate for the following reasons:

Any money given to a volunteer over and above out-of-pocket expenses is regarded as income by Revenue Commissioners and would render the entire payment liable for tax, not just the portion above the actual expense;

It could affect payments if the volunteer is in receipt of state or other benefits; and

It could be regarded as contributing to the formation of a contract between the volunteer and the organisation, leading to a volunteer being granted the same rights as employees.



8. Health and Safety

The legal obligations of organisations towards their volunteers with regard to health and safety are less clear than they are for employees. Nevertheless, organisations do have legal obligations towards their volunteers, and it is good practice to treat volunteers with equal consideration when it comes to health and safety. Under the Safety, Health and Welfare at Work Act 2005, all employers must take steps “so far as it is reasonably practicable” to ensure the safety, health and welfare at work of all employees and other persons (such as volunteers) at an employer’s workplace.

8.1 Committing to good health and safety practice

Organisations with paid staff and volunteers

We strongly recommend that, as far as possible, an organisation meets the same health and safety requirements for volunteers as are demanded by law for paid employees.

Volunteer-only organisations

If an organisation has no employees, it may not be able to achieve the same standards of health and safety as required for employees in the short term. However, by aiming to accomplish this, the organisation will demonstrate to its volunteers and the outside world the value it places on them and their efforts to support your organisation.

8.2 Health and safety policy

A health and safety policy is the foundation on which to develop procedures and practices. It also

announces the organisation's commitment towards good health and safety standards.

Volunteer-only organisations

If an organisation has no employees it is not obliged to have a written health and safety policy, but is strongly recommended to do so. Developing a health and safety policy helps to clarify procedures and responsibilities.

8.3 First aid

Organisations with paid staff and volunteers

All employers have a legal duty to make a first aid assessment. The need for first aid will depend on the organisation's activities. For instance, an outward-bound centre will have very different needs from a morning coffee club.

At a minimum, an organisation with employees must provide at least one first aid box and display a notice that tells staff the location of the first

aid box; who the First Aid Officer or appointed person is (see below); and where the First Aid Officer or appointed person can be found.

An appointed person is someone who has basic first aid knowledge. They can take charge in an emergency and are responsible for calling the emergency services. Details of one-day courses (FETAC Level 5 and OFA certification level) to train appointed persons are available from the St. John Ambulance site: <http://stjohn.ie/fetac-occupational-first-aid-course>

Volunteer-only organisations

Voluntary groups with no employees are not bound to conduct a first aid assessment, although it is clearly good practice. It can also be useful to have at least one first aid trained volunteer.

In certain circumstances there may be a legal duty to provide first aid facilities. For example, if an organisation holds a public event without first aid facilities and someone

is injured, they may have broken their duty of care. An organisation should always check with the authorities if they are in any doubt about the need for registering activities.

8.4 Dangerous Substance, Fire Safety and other Health and Safety Guidelines

All employers have a legal duty to assess the workplace for risks to health which may be caused by substances hazardous to health. They must take all necessary steps to control any risks identified. Employers must also ensure that the workplace meets minimum levels of standards so that the risk of fire is reduced. For further information on health and safety requirements for employees, see the Safety, Health and Welfare at Work (2007) act at www.irishstatutebook.ie/2007/en/si/0299.html. While voluntary groups with no employees are not bound by law to meet these guidelines, they are

recommended to consider meeting these standards to meet their duty of care.

9. Insurance



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Insurance

All groups and organisations that involve volunteers should consider what types of insurance they need to put in place to cover them for that involvement. Due to the variation between insurers and policies we can only offer general advice. All groups and organisations should seek specialist advice for more detail.

When purchasing insurance volunteer-involving groups or organisations should:

- Ensure that the policies explicitly mention volunteers and covers them;
- Check if there are upper and lower age limits for volunteers;
- Ensure that the policies and the types of activities that the volunteers will be doing; and
- Conduct a risk assessment for each of the roles that volunteers

will be performing, because this will help your insurer to tailor your policy to suit your needs. Putting risk management systems in place can help reduce the chances of claims being made in the first place.

9.1 Employer's liability insurance

Employers must have employer's liability insurance by law. It covers paid employees in the event of accident, disease or injury caused or made worse as a result of work or of the employer's negligence.

This insurance does not automatically cover volunteers. There is no obligation to extend the policy to cover volunteers, but it is good practice to do so. The policy must explicitly mention volunteers if they are to be covered by it.

9.2 Public liability insurance

Also known as third party insurance, it protects the organisation for claims by members of the public for death, illness, loss, injury, or accident caused by the negligence of the organisation. A group or organisation should therefore consider having it in place if its activities could affect members of the public in this way.

Public liability insurance generally covers anybody other than employees who come into contact with the organisation. This should explicitly include volunteers, covering them against loss or injury caused by negligence of the organisation if they are not covered by employer's liability insurance.

It also protects for loss or damage to property caused through the negligence of someone acting with the authority of the organisation, which would include the actions of volunteers. Public liability cover

should therefore clearly cover loss or injury caused by volunteers. In some cases a volunteer could be sued as an individual for damage caused to a third party, so the organisation's public liability insurance should indemnify them against this.

9.3 Professional indemnity insurance

Professional liability, professional indemnity errors and omissions, or malpractice insurance covers the organisation for claims arising from loss or injury caused by services provided negligently or without reasonable care. A group or organisation should therefore consider having it in place if it provides services.

Such loss might arise, for example, from incorrect care or inaccurate advice. An organisation can be sued for claims arising from incorrect advice or information even if it is given free or via a telephone helpline.

9.4 Insurance for Volunteer Drivers

It is important that volunteers and organisations are aware of their responsibilities with regard to insurance for volunteers who drive as part of their volunteer role. If the organisation owns the vehicles that volunteers use in the course of their volunteering then it is the organisation's responsibility to arrange insurance cover and see evidence of the driver's credentials. If the volunteer uses his/her own vehicle then they must arrange insurance cover.

If volunteers are required to use their own cars in the course of their volunteering the organisations should inform the volunteer that it is essential for them to let their insurance company know that they will be using their car in the course of volunteering. This should be done in writing and the insurance company should send written clearance to the volunteer. In general this should not

involve an increase in premiums.

Organisations could assist their volunteers by providing them with a letter, which they can forward to their insurance company. The letter should:

- Explain that they are a volunteer with your organisation
- State if they are using their car to carry passengers in the course of their volunteering.
- Ask for written confirmation that their insurance policy covers any passenger or third party claim, which might arise out of the use of the vehicle for this purpose.

NB. Some organisations also provide contingent motor liability insurance, which protects the organisation if there is a problem with the volunteer's insurance.

10. Volunteers and Copyright

In law there is a presumption that any copyright created by an employee in the course of their employment will be owned by the employer, unless the employee and employer have agreed otherwise.

However, if a volunteer produces an original work in the course of their volunteering then they own the copyright to that work, even if it is created specifically for an organisation. This means that the work cannot be reproduced or changed without their permission.

Therefore, if a volunteer is taking photographs, designing materials or creating art work for your organisation it may be sensible to take steps to ensure that your organisation will be able to use these works in the long term without worrying about copyright.

10.1 Are there any exceptions to Copyright?

There are a few exceptions where you are able to reproduce copyrighted work without permission but the only ones that are likely to apply are if it is for use by a disabled person who can't access it in its original format or in teaching.

However, if you are copying large amounts of material and/or making multiple copies then you may still need permission. It is also generally necessary to include an acknowledgement.

For further information about exceptions contact the Irish Patents Office www.patentsoffice.ie.



10.2 Other rights

Apart from copyright, volunteers will have

- The economic right to make money from their work;
- The moral rights to:
 - Be identified as the author (or director) of the work;
 - Object to derogatory treatment of their work.

Whilst economic rights are generally agreed when copyright is assigned or licensed, moral rights will remain with the creator of the work unless they too are explicitly waived.

10.3 Gaining permission to use works created by volunteers

There are two main ways in which you can gain permission to use works created by volunteers:

10.4 Assignment and licensing

Individuals can assign copyright which means transferring full or partial ownership of the copyright to an individual or an organisation. Volunteers can assign copyright to organisations for which they are producing original work.

We suggest that you ask the volunteer to sign a statement to the effect that control of copyright is given to the organisation (either freely or in exchange for a small sum of money) to use/replicate/reproduce the material in all possible scenarios.'

The following is a suggested lay out for such a statement. However, when you use or adapt it please seek the advice of a solicitor to verify that it covers all of the requirements specific to your needs.

I, (volunteer name), agree to assign copyright on the work I produce to (organisation name) in return for the

sum of (e.g. 50 cent).

I understand that this means the organisation has control of copyright for material/work I produce, in a similar way to the control it has over material/work produced by a paid employee.

I understand that this sum is payment for copyright on material(s) I produce or have produced and is not a payment for work.

10.5 Licensing

Individuals can license their work, retaining their copyright but allowing an individual or an organisation to use it within the terms of the license.

You may want to seek legal advice in drawing up an appropriate agreement to use with volunteers.

Areas the agreement should cover include the:

- Parties involved;

- Work the license covers;

- Terms of the license, i.e. how the work can be used; and

- Duration of the license.

Alternatively, there are organisations that provide licenses. For example Creative Commons licenses provide simple, standardised alternatives to the “all rights reserved” paradigm of traditional copyright.

10.6 Further information

Irish Patents Office – www.patentsoffice.ie

11. Employer Supported Volunteering

Employer Supported Volunteering (ESV) is the term for any volunteering carried out by employees with the support of their employer, usually during working hours. Not all organisations have the capacity to give staff time off; however companies can promote volunteering to employees by offering flexi-time / time off in lieu, giving unpaid time off or simply creating awareness of it to staff.

11.1 Benefits

Benefits to employees include developing new interests or skills and supporting local projects.

11.2 Information for volunteers

The employer and the beneficiary organisation should work together prior to the project to ensure that the

volunteers have all the information they require for a positive experience. This includes but will not be limited to:

Dates and times;

Location;

Activities;

Expenses arrangements / Budget; and

Clothing requirements.

11.3 Activities

ESV often works best when you have a specific project in mind, such as creating the scenery for a community play or stewarding at a local festival. A project with a set completion date will provide the volunteers with a sense of achievement. It may also make a better story for the local media.

However, you can approach businesses that will provide you



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Employer Supported Volunteering

with specific skills. For example, you could ask an interior design agency to help you refurbish your venue or an IT firm to set up a video-diary booth to collect case studies of your participants for YouTube.

In all cases, it is important to make clear what is expected of a volunteer, this may be provided within a written role description, at the very least tasks should be discussed with volunteers prior to an event or as part of an induction. As with all volunteers, it is important to ensure that they are adequately supervised and have the opportunity to provide feedback.

11.4 Expenses

It is good practice to ensure that someone is not out of pocket as a result of their volunteering. Usually, expenses such as travel and lunch costs would be met by the volunteer involving organisation.

However, the situation may not be as straightforward with an ESV scheme. For example, the volunteers may be

being paid their usual salary for that day, in which case they would not be out of pocket if they were usually expected to pay for their own travel and food. In some cases, shops and retailers will sponsor ESV by providing sandwiches and drinks for free because it fits with their corporate social responsibility targets and because they want to support volunteering.

In all cases, the employer and volunteer involving organisation should discuss and decide the issue of expenses and other costs before the activity takes place.

11.5 Budget for Materials

If you require materials for the ESV project you plan to undertake, liaise with the company to assess whether they have a budget to cover this. Often cases a company can help out with the costs associated with project materials. If the project involves a large number of volunteers, materials such as paintbrushes, varnish or paint can often be cost prohibitive for

organisations.

11.6 Insurance

When a member of the public makes a claim of liability for death, illness, loss, injury, or accident, it will generally be against the organisation carrying out the activity that led to it. Therefore, employer supported volunteers would be covered by the insurance of the organisation they are volunteering with.

However, this doesn't mean that a claim could not be brought against the employer either by a member of the public or one of their employee volunteers. Therefore, both organisations should seek advice to ensure they are covered. They should also consider whether specific cover is required for the activity, for example if the volunteers are using heavy machinery or driving.

11.7 Publicity

If good publicity is one of the reasons the business has agreed to help

you - and it often is - make sure you bear this in mind from the beginning. What kind of stories do your local newspapers and radio stations like to run? Do you have a good relationship with editors and reporters?

Be careful not to promise publicity to a business if you're not sure you can deliver it. It's also better to word agreements in terms of what you will do rather than what you expect other people to do. Agree to 'send a press release to local media followed by a phone call', not to 'secure publicity in the local press'.

11.8 More information

Volunteer Ireland has produced a step-by-step guide for organisations on how to engage and work with companies. The guide is available at www.volunteer.ie/resources

Further guidance and support is also available through Voluntary Arts Ireland's dedicated online resource at www.info.voluntaryarts.org

For further information or details of training events in your locality, please contact:



Voluntary Arts Ireland
Ealaíona Deonacha Éireann
Voluntar Airts Airlann

Voluntary Arts Ireland

www.vaireland.org

T: +44 28 7127 2501

E: info@vaireland.org



volunteer ireland
obair dheonach éireann

Volunteer Ireland

www.volunteer.ie

T: 01 636 9446

E: info@volunteer.ie