

Lincolnshire County Council Volunteer Supervisors' Handbook

September 2018

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1.0 Introduction

- 1.1 Volunteers have played an important part in the delivery of the Council's services for many years and are greatly valued. Today volunteers fill a variety of roles across Lincolnshire, including for example those within our Heritage sites, the Youth Service and in the Countryside. This handbook explains how you can engage volunteers to support our services, what you should do to manage volunteers effectively, and where you can go for support.
- 1.2 People choose to volunteer for a variety of reasons. For some it offers the chance to give something back to the community or make a difference to the people around them. For others it provides an opportunity to develop new skills or build on existing experience and knowledge as a pathway into employment. Regardless of the motivation, what unites them all is that they find it both challenging and rewarding.
- 1.3 In addition, this guidance is supported by a Paperwork Pack (PP) which contains all the documentation you need to engage with and manage volunteers.
- 1.4 These procedures only apply to Council volunteers, not to independent or third party volunteer groups who carry out activities in partnership with the Council e.g. Independent community groups operating libraries. If in doubt, please contact the Community Engagement Team within the Environment & Economy Directorate.

2.0 Volunteering – Frequently Asked Questions

- 2.1 Below are some Frequently Asked Questions:

Q. What activities can volunteers carry out?

A. There is a wide variety of activities that volunteers are able to carry out, and the list is potentially endless. However, Volunteer Supervisors should refer to the Council's Volunteer Engagement Policy for further guidance.

Q. How do I recruit volunteers? (See Section 3.2)

A. Volunteers are usually recruited either:

- Externally - by contacting the local Volunteer Centre. Contact details for Volunteer Centres in Lincolnshire are listed at the end of this handbook. The Volunteer Centre holds a database of potential volunteers, and can match potential volunteer's skills to activities. They will interview candidates and forward their details to you, although you should also hold your own informal discussion. It is up to you to ensure that the volunteers are suitable for the activity, and that all appropriate checks have been carried out.
- Internally - for example, opportunities can be advertised via the Lincolnshire Connects web page. Other forms of media including Twitter and County News could also be considered.

If you are struggling to recruit volunteers for your activity please contact the Community Engagement Team within Environment & Economy, who may be able to assist.

Q. Who supervises volunteers?

A. An appropriate individual should be nominated with responsibility for their day-to-day supervision. A volunteer should always have a named individual on site that they can turn to for support; this can be either another volunteer or a paid member of staff.

Q. *Is there a lot of paperwork to complete?*

A. There is some paperwork for both the volunteer and the volunteer supervisor to complete. All the paperwork you need is included in the PP.

Q. *Do these procedures cover young people?*

A. Yes, but only if they are aged 16 or over. It is not the Council's policy to take volunteers under the age of 16 unless they are part of a school or college placement. You should also be advised that from 2015 young people are required to remain in learning until they are 18 years of age

3.0 Identifying opportunities & engaging volunteers

3.1 Developing Ideas for Volunteering

To develop your ideas for volunteering please consider the following:

3.1.1 The first requirement is to develop the Role Description form; a template is included in the PP. This form will help you to focus your need and consider the different issues that may affect volunteers. The Role Description will also help you consider whether or not you really need volunteers and ensure you are able to provide the appropriate level of support for them.

3.1.2 You should liaise with an appropriate manager at this stage to ensure they are happy with your site/team/project taking on new volunteers, particularly as there may be some expenses payable. Ultimately the decision to engage with any new volunteer should be taken by a relevant manager.

3.2 Advertising

3.2.1 You should always decide on a deadline for applications for any volunteering opportunities. Although an opportunity may be open ended, potential volunteers are more likely to apply if there is a cut-off date. You can always re-advertise should you require more volunteers.

3.2.2 If agreed with your manager, you could start by placing a poster advertising the opportunity in a prominent position within your site (if working on a public facing site).

3.2.3 If your service has a section on volunteering on the LCC Connects web page, you should advertise there, including a copy of the completed Role Description.

3.2.4 You could also provide details of the opportunity to the various Volunteer Centres around the county. You will be required to complete their 'Opportunity Registration Form', a copy of which is in the PP. This is a relatively short form that enables the Volunteer Centre to match volunteers to your activity. Once completed the form should be posted/emailed to the relevant centre. If advertising an opportunity county wide, you do not need to complete forms for all four centres.

Ticking the appropriate box on the form will ensure your opportunity is advertised across Lincolnshire.

3.2.5 Once the Volunteer Centre has received your form they will advertise your opportunity on their local database as well as the national website 'Do-It'. The Volunteer Centre will contact you as and when potential volunteers approach them.

3.2.6 Don't forget to let the Volunteer Centre know when your opportunity no longer needs to be advertised. The advert may remain live and people may still approach you to enquire about the opportunity.

3.2.7 If you are particularly interested in student volunteers, there is a volunteer centre within the University of Lincoln Students' Union.

3.2.8 Ensure that any publicity follows best practice with regard to reflecting the diversity of the community and provides a consistent and professional image. All publicity is to be checked by the Corporate Communications team before being issued.

3.3 Initial Volunteer Contact

3.3.1 Included in the PP is a Volunteer Application Form. Volunteers should be strongly encouraged to complete this form; however where you feel you have gathered enough information from another source (i.e. a face to face discussion or through a volunteer open day) you do not need to ask the volunteer to complete this. However, please feel free to use the form if you feel you require further information on a potential volunteer.

3.3.2 Once you have gathered sufficient expressions of interest in your activity, you should invite the prospective volunteer(s) to meet you for an informal discussion. You could include another manager to be part of this discussion if required. Ideally the Volunteer Supervisor should lead the discussion. You should make it clear to the potential volunteer the tasks that you wish them to carry out, as well as agree with them their availability. You need to consider before this discussion, whether or not you have a minimum time requirement for the proposed activity.

3.3.3 It is best practice to inform unsuccessful applicants when we are not able to provide a volunteering opportunity and signpost to the Volunteer Centres and other relevant voluntary organisations as appropriate.

4.0 Induction

4.1 Prior to the volunteer's first day, the Volunteer Supervisor should ensure that all staff and other volunteers are aware of the fact that a new volunteer is joining the team, and clearly explain what activities they are expected to carry out. The first day for a new volunteer may be as daunting as it is for new staff, therefore you should make the volunteer feel welcome and comfortable. You should make sure a full site/team induction is carried out. Please ensure you introduce the volunteer to members of staff/other volunteers and make them feel part of the team. Please also ensure that you inform the volunteer that they can refuse demands made of them if they consider them unrealistic, beyond the scope of their role or if they feel they do not have the appropriate skills to carry them out.

4.2 Volunteer Personal Folder

4.2.1 You should also maintain a personal folder for each volunteer. The induction is an ideal time to begin work on this folder. The folder should contain their contact details, plus details of an emergency contact. The folder should also contain a copy of the Role Description, a signed copy of the Volunteer Indemnity Letter, a copy of their health declaration, the risk assessment, correspondence from referees as well as signed training acknowledgement forms and notes from any supervision sessions you undertake.

4.2.2 To ensure you have done everything necessary, there is a 'Volunteer Supervisor's Induction Checklist' included in the PP. Please take time to look through this ensuring you have completed all required actions.

5.0 **Training**

5.1 The Council will provide all volunteers with an introduction to the organisation as well as induction and training tailored to the volunteering opportunity. A proportionate approach is required to ensure the relevance of the content for each core topic to ensure the volunteer receives the information and training required for them to be able to undertake their role safely.

5.2 To ensure volunteers' training needs are being adequately met around essential training, four core areas have been identified, covering Information Governance, Safeguarding, Equality and Diversity and Health and Safety, and must be delivered to all volunteers. As volunteer roles require different emphases, varying levels and differing methods of training delivery have been developed. Training packages and manager's guidance are available on Volunteers page on George <http://george/section.asp?docid=105772&ovt=1>

5.3 An appropriate level should be identified by the Volunteer Supervisor based on the role description and a risk assessment. It is important to take account of the limited role of volunteers, including the restrictions on the activities and tasks they may be involved with, and the limited number of hours, etc. Additional advice about a required level of core/essential training can be sought from Health & Safety, Safeguarding, Information Governance and Equality & Diversity leads.

5.4 Volunteer Supervisors should add any specific training they deem necessary and to specify the frequency of refresher training according to their own policies.

5.5 In order to provide evidence of training, all volunteers should sign to say they have undertaken their training and this should be recorded on an individual's record.

6.0 **Health & Safety**

6.1 Volunteers must be made aware of our Health & Safety Policy and any practical safety concerns and must be provided with an induction which will include the completion of the Volunteer Health Form. This should be repeated if circumstances change or if the volunteer does not undertake volunteering activities for a period of one year or more.

- 6.2 You must complete all relevant health and safety checks prior to allowing volunteers to undertake their tasks. A risk assessment must be undertaken for every volunteer role, covering both the tasks involved and the environment in which they will be conducted. In addition, where a volunteer makes us aware of a pre-existing medical condition or disability, an individual risk assessment may also be necessary.
- 6.3 Further valuable LCC health & safety information and guidance is available on the following links on the LCC intranet:

G25 Authorised Volunteers

<https://www.lincolnshire.gov.uk/jobs/manuals/health-and-safety-manual/employee-groups/volunteers/g25-authorized-volunteers/47636.article?tab=downloads>

Health & Safety Manual Index

<https://www.lincolnshire.gov.uk/jobs/manuals/health-and-safety-manual/health-and-safety-manual-index/>

Personal Emergency Evacuation Plans (PEEP) should be prepared for any volunteer who needs assistance to evacuate any premises to a place of safety in the event of fire or other emergency. Additionally Personal Emergency Evacuation Plans should be referenced in policy documentation.

<https://www.lincolnshire.gov.uk/jobs/manuals/health-and-safety-manual/hazards/fire/g5-fire-risk-assessments/47699.article?tab=downloads>

Employment of Young Persons (under 18 years of age)

[https://www.lincolnshire.gov.uk/jobs/manuals/health-and-safety-manual/employee-groups/young-persons/g21-employment-of-young-persons-\(under-18-years-of-age\)/47639.article?tab=downloads](https://www.lincolnshire.gov.uk/jobs/manuals/health-and-safety-manual/employee-groups/young-persons/g21-employment-of-young-persons-(under-18-years-of-age)/47639.article?tab=downloads)

- 6.4 It is the manager of the volunteer/s responsibility to ensure all health & safety documentation is recorded and kept on the volunteers file. Additionally it is the manager's responsibility to implement control measures to ensure any volunteer/s health & safety whilst volunteering for LCC.

7.0 Information Governance

- 7.1 All supervisors must ensure that during induction volunteers are aware of the Council's Confidentiality and Data Protection Policies. Volunteer Supervisors should alert volunteers to their responsibilities during induction ensuring that volunteers fully understand this and/or undertake appropriate training.
- 7.2 A Privacy Notice provides information about why and how we process personal data about individuals. The privacy notice must be provided at the time that the information is obtained and can be provided in a number of format such as in writing, electronically, orally (face to face when speaking to an individual) or through signage such as posters. For further detailed information on how we process personal information please see the council's privacy notice page at <https://www.lincolnshire.gov.uk/local-democracy/information-and-data/privacy-notices/privacy-notice-volunteers/132897.article>

8.0 Equality and Diversity

- 8.1 Prior to the Equality Act 2010, volunteers were not protected from discrimination. However, under the Equality Act 2010, volunteering may be seen as service provision, and consequently volunteers could be afforded some protection as service-users, although they are not afforded the same protection as employees.
- 8.2 At the very least, the Council has a responsibility to look after volunteers' wellbeing, and it is important for volunteer morale, that volunteers feel that they are treated fairly; therefore exercising good practice is a clear way to ensure that we are fulfilling our duties as an organisation.
- 8.3 When producing a role description, or recruiting to a volunteer role, it is important that you make it clear that you do not intend to create a contractual relationship with a volunteer. However, as a matter of respect and dignity, volunteers deserve to be treated fairly and inclusively wherever reasonable.
- 8.4 Volunteers should be provided with a copy of the Council's '*Volunteer Welcome Book*' during their induction. This guide outlines the standards expected in terms of conduct and behaviour.
- 8.5 Please ask the volunteer to complete the 'Volunteer Equality and Diversity' questionnaire included in the PP, which should be completed anonymously. Once completed this form should be returned to the Community Engagement Team in Environment & Economy via volunteers@lincolnshire.gov.uk

9.0 DBS Checks and Safeguarding

- 9.1 It is important to assess whether or not a volunteer requires a Disclosure and Barring Service (DBS) check. Please read the Council's DBS Policy and Safeguarding Policy for further guidance.
- 9.2 The requirement for a DBS check should be included in the Role Description form. The requirement is dependent on the actual activity being carried out, and you should reassure volunteers that undertaking a check does not imply any criminality on their part.
- 9.3 Who needs a DBS check?
- 9.3.1 In general any volunteer who provides care, instruction or teaching for the same child/group of children 4 times a month or is working in a regulated setting would need a DBS check. Volunteers who provide any kind of personal care (including dealing with financial affairs) for an adult only once (regardless of their 'vulnerability') would also require a DBS check.
- 9.3.2 All volunteers should have a Role Description attached to their activity. The Volunteer Supervisor is responsible for drawing up the Role Description and assessing whether or not a volunteer role requires a DBS check.
- 9.3.3 Recruitment should be a vital part of the safeguarding process. Volunteer Supervisors should take references during the recruitment phase to ensure volunteers are of good character regardless of whether or not they require a DBS

check. On-going management and supervision is also essential to spot and deal with any issues as they arise.

9.3.4 Volunteer Supervisors should ensure they regularly review LCC Safeguarding policies and procedures. This will ensure that current safeguarding best practice is adhered to.

9.3.5 For advice on DBS for LCC volunteers you should contact disclosures@lincolnshire.gov.uk , or speak to Serco DBS Administration 01522 555441 or Local Authority Designated Officer for DBS Referral 01522 554675. Further guidelines on the DBS application process can be obtained from the Criminal Record Check Policy and DBS Referral Policy and also on the Criminal Records Checks page on George.

9.3.6 The DBS update service was launched in June 2013. The service can radically improve the ease and speed with which employers can apply for criminal record checks and potentially create significant savings. For £13 a year, applicants subscribing to this optional service can potentially re-use their DBS certificate when changing jobs or roles within the same sector (where the disclosure level, workforce details, barring list checks and volunteer status are the same as the new role).

Where an individual has subscribed, the employer will not need to apply for a new certificate, but will be able to quickly perform an instant, online free check that the existing certificate is up to date. Under best practice the employer should check the applicant's identity to ensure that the certificate belongs to that individual, check the certificate is genuine and obtain consent to run a DBS update service check.

9.4 The Council provides training on both Child and Adult Safeguarding, and like staff, all volunteers should complete this training to ensure they are aware of the Council's procedures should they have any concerns.

9.5 Regulated Children's Services (Looked After Children, Residential Fostering & Adoption and Child Protection) cannot have volunteers under the age of 25 years.

10.0 Day to Day Supervision of volunteers

10.1 Once an induction has taken place, and the volunteer has commenced their activity, be sure to:

- Conduct regular, informal, 'supervision' sessions with your volunteers
- Offer relevant training
- Deal with any issues/complaints promptly
- Pay agreed, reasonable out of pocket expenses, as laid down in the Council's 'Volunteer Engagement Policy'.

10.2 It is also best practice to agree in advance with the volunteer, any times when they will not be available, so that you can consider any continuity of service requirements. Remember, volunteers do not need to adhere to the Council's Leave policy. However, volunteers should inform you if they are going to be unavailable for their task for any length of time. If you become overly concerned about the irregular attendance of a

volunteer, then please arrange to discuss this with them, and try and agree a solution. If the volunteer is unable to guarantee their regular attendance, then you may wish to consider terminating their involvement with the service.

- 10.3 The contribution of volunteers is invaluable to the provision of our services, and therefore it is imperative that we show our thanks on a regular basis. Remember, they provide their time and efforts free of charge, and it can often be easy to overlook their role. Simply saying 'Thank You' can make a big difference to a volunteer and can help with volunteer retention.

11.0 Insurance

- 11.1 Any individual volunteering for the Council should sign and date the 'Indemnity Form Template' included in the PP during their induction. Signing this form indemnifies the volunteer on behalf of the Council for any claim made against them (with reasonable exceptions for fraud and negligence). Volunteers are covered for Public Liability and Personal Accident insurances in the same way as a member of the public visiting our sites would be.
- 11.2 Once the indemnity form has been signed you should keep a copy in the volunteer's personal file, and provide a copy for the volunteer.
- 11.3 If driving is a part of the volunteer role or if motoring expenses are to be claimed you should ensure that you have checked the driving documents of the volunteer prior to the task commencing. Check for:
- Valid MOT certificate
 - Current insurance. Volunteers should inform their insurance company that they will be driving in a voluntary role. Some insurers may see this as 'Business' and require a change in premium
 - Evidence of current Road Tax

12.0 Expenses

- 12.1 Volunteers are not staff and therefore receive NO remuneration for the activity they carry out. However, volunteers should not be 'out of pocket' for carrying out our activities for the Council. It is best practice to pay reasonable out of pocket expenses for anybody who chooses to volunteer with us.
- 12.2 You should discuss any necessity to claim expenses during the initial discussion with the volunteer. In a rural county like Lincolnshire some people will need to travel some distance to their nearest opportunity. If the volunteer wishes to claim for travel expenses to and from their volunteering base (home to base travel) then this should be approved before they begin their activity. If the payment of home to base travel is not approved you should inform the volunteer and allow them to decide if they wish to continue their application.
- 12.3 If you approve home to base travel expenses then you must only pay the 'actual' amount incurred by the volunteer. Please read the Council's Travel policy for further guidance.

- 12.4 Volunteers must collect and present receipts to their supervisor in order for expenses to be paid. The form available in the paperwork pack 'LCC Expenses Mileage Reimbursement Form Non Staff' should be completed by a volunteer and once authorised by a volunteer supervisor it should be sent to the local Business Support person (local requisitioner) who will complete and submit a Payment Request Form.
- 12.5 Volunteer expenses would normally be paid by the local requisitioner completing the Payment Request Form, or, if they are not going to be paid again, the One Time Payment Form can also be used. If the volunteer is not currently set up on Agresso and they are to be paid more than once then a volunteer needs to be set up on Agresso as a non-commercial supplier, after which payment can be made by Payment Request.
- 12.6 Some volunteers may need to carry out driving in pursuit of their volunteer role. When expenses are reimbursed they should be at the current levels indicated by HMRC. HMRC states that payments beyond this rate are taxable which could affect the employment status of volunteers as well as their entitlement to benefits.
- 12.7 Other expenses may be paid, such as meals for people volunteering for whole days, if agreed in advance by all parties. This should also be reimbursed on the actual amount and only on production of receipts.

13.0 Volunteers claiming benefits

- 13.1 Unemployed volunteers are entitled to volunteer for the Council whilst claiming benefits. Unemployed volunteers claiming Job Seekers Allowance have the following obligations:
- Continue to actively seek employment
 - Attend interviews with 48 hours' notice
 - Start work within one week

14.0 Dealing with Complaints and Volunteer Problems

- 14.1 Although the majority of volunteers find their experience rewarding, there may be occasions when problems occur. Most issues can be resolved quickly through an informal discussion with the volunteer. However, sometimes a more formal approach is needed. If you find yourself in this position, you should consider carefully how the situation can be resolved. For example, you may find it necessary to consider ending the activity. If in doubt, seek advice from your line manager.

14.2 Complaints about volunteers

- 14.2.1 The Council defines a complaint as '*an expression of dissatisfaction, however made, which needs a response*'. The complaint may arise for a number of reasons, and could be made by a service user, another volunteer or an employee. If a complaint is made against a volunteer you should endeavour to investigate the causes of the complaint as promptly as possible. It may be possible to resolve the issue informally through discussion with the volunteer. Try to agree what changes need to be made, and a timescale for when you would expect the changes to be in place.

14.2.2 If it is not possible to resolve the issue via an informal discussion, you should invite the volunteer to a formal meeting to discuss the issues with you and your line manager. This meeting should attempt to resolve any concerns. If this still fails to resolve the issue, then you may need to consider bringing the activity to an end.

14.2.3 Please also remember that volunteers are not paid staff, therefore the Council's code of conduct does not apply and you should not attempt to follow the Council's disciplinary or grievance procedures.

14.3 Complaints by volunteers

14.3.1 Volunteers may themselves have a complaint, for example about other volunteers, members of staff, service users/customers, or general complaints about the task they are carrying out. Like staff, volunteers should feel able to make a complaint, and you should reassure them that everything they say will be treated in confidence, and will have no impact on the continuation of their activity.

14.3.2 It is in everyone's interest to resolve issues as soon as possible. An informal discussion or meeting may well resolve any concerns that exist. You should always try to resolve complaints at as low a level as possible. Volunteers may feel the need to take notes during any meetings, and this is perfectly normal so you should feel free to take notes yourself.

14.3.3 Whatever the complaint, it should be dealt with in accordance with the Council's Complaints procedure for service users and not the Council's Grievance Procedure for staff.

15.0 **Moving On**

15.1 As with staff there are numerous reasons why a volunteer may cease their involvement with the Council. They may choose to leave or indeed you may choose to end their activity.

15.2 If a volunteer chooses to leave they are not obliged to provide you with any period of notice. You should ask volunteers to let you know as soon as they are able to of their decision to leave; and maintaining a good relationship with your volunteers will help with this. Before the volunteer leaves, it is good practice to hold a meeting with them to discuss how their activity progressed, and whether they have any suggestions to help us improve our engagement with volunteers in the future. You should also request the volunteer completes the 'Departure Feedback Form' included in the Paperwork Pack and once completed this form should be returned to the Community Engagement Team in Environment & Economy via volunteers@lincolnshire.gov.uk

15.3 Alternatively you may decide to end your involvement with the volunteer. There are two main reasons why you may want to do this:

- The activity has a specific end date.
- The volunteer is no longer suitable for the role.

15.4 If the activity has a specific end date or is drawing to an end you should let the volunteer know as soon as possible, and assist them in trying to find a new activity. If you are

unable to identify any other suitable activities, please signpost the volunteer to their local Volunteer Centre and ask them to complete the 'Departure Feedback Form'. Please be sure to thank the volunteer for the contribution they have made to the service.

- 15.5 If you consider that the volunteer is no longer suitable for the activity, there is no obligation to provide any notice to the volunteer, particularly if there is a code of conduct issue or where an H&S risk has been identified. However, it is best practice to give the volunteer at least 5 days' notice of the termination of their activity. Again, you should ensure that the relationship ends on a positive note, by thanking the volunteer for the contribution they have made.
- 15.6 Volunteers who are leaving the organisation who have made a regular commitment to it should be offered a reference and/or statement of their achievements. Also, ensure that their services are properly appreciated.

USEFUL CONTACTS

Lincolnshire County Council

Customer Service Centre
Customer_Services@lincolnshire.gov.uk
 01522 782040

Community Engagement Team (Environment & Economy Directorate)
 Room 125, County Offices, Newland, Lincoln
 LN1 1YL
volunteers@lincolnshire.gov.uk

Volunteer Centres

<p>Voluntary Centre Services (Lincoln) City Hall Beaumont Fee Lincoln LN1 1DF info@vcslincoln.org.uk 01522 551683</p>	<p>Lincolnshire CVS (South Holland) Lincolnshire CVS C/o Tonic Health 6 Broadgate House, Westlode Street, Spalding PE11 2AF enquiry@lincolnshirecvs.org.uk 01205 510888 – choose option 2</p>
<p>Voluntary Centre Services (North Kesteven) The Old Mart Church Lane Sleaford NG34 7DF info@vcsnorthkesteven.org.uk 01529 308450</p>	<p>Lincolnshire CVS (East Lindsey) C/o East Lindsey District Council Room 20 Teddar Hall Manby Park Louth LN11 8UP enquiry@lincolnshirecvs.org.uk 01205 510888 – choose option 4</p>

<p>Voluntary Centre Services (West Lindsey) The Guildhall Marshall's Yard Gainsborough Lincolnshire DN21 2NA info@vcswestlindsey.org.uk 01427 613470</p>	<p>Lincolnshire CVS (South Kesteven) Lincolnshire CVS Rooms 010 and 024 St Peter's Hill Grantham Lincs NG31 6PZ enquiry@lincolnshirecvs.org.uk 01205 510888 – choose option 3</p>
<p>Lincolnshire CVS (Boston) Lincolnshire CVS Room G8 Boston Borough Council Offices Municipal Buildings West Street Boston PE21 8QN enquiry@lincolnshirecvs.org.uk 01205 510888 choose option 1</p>	

Useful Web Links

Association of Volunteer Managers - www.volunteermanagers.org.uk

Do-it – www.do-it.org

Institute for Volunteering Research - www.ivr.org.uk

NCVO (National Council for Voluntary Organisations) - www.ncvo.org.uk

Third Sector - www.thirdsector.co.uk

Volunteering England/NCVO - www.volunteering.org.uk

Vol Resource - www.volresource.org.uk