

**VOLUNTEER
MANAGEMENT**

**RISK DIRECTORY
2021/2022**



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INTRODUCTION

According to recent research it is estimated that over 19 million people undertake voluntary work at least once a year in the UK. This can range from long-term volunteers who provide their services on a regular basis, to those who may only volunteer occasionally, such as at a specific event.

Volunteering activities can vary widely, from low risk clerical, retail and administrative tasks, to undertaking higher risk activities, such as manual labour, social care, construction and maintenance tasks. Certain sectors, particularly the charity and not-for-profit sector, rely heavily upon volunteers to deliver their services. The public and private sectors often actively promote and encourage their employees to volunteer their time, either individually or as part of a group initiative. In such circumstances, the responsibility for ensuring the health and safety of their volunteers lies with both the organisation providing them, and those using them.

This guidance seeks to provide a summary of key legislation, risk reduction and control measures. The risks related to organised fundraising events are not included within the intended scope of this document; separate guidance on Event Safety is available from Griffiths & Armour.



**OVER 20% OF THE UK
POPULATION VOLUNTEER
AT LEAST ONCE A MONTH**

KEY LEGISLATION



Under health and safety legislation the duties of employers are extended to non-employees, such as volunteers. There is also a duty to volunteers under civil law applicable to those utilising their services, and also potentially by those providing volunteers, depending upon individual arrangements.

Key legislation includes:

HEALTH AND SAFETY AT WORK, ETC. ACT 1974

This Act forms the basis for much of modern health and safety legislation. A summary of the main provisions is provided below:

Section 2 (1) and (2)

Requires the employer to ensure, so far as it is reasonably practicable, the health, safety and welfare of employees at work by:

- ✓ Providing and maintaining safe plant and systems of work.
- ✓ Implementing arrangements for the safe transport, use, storage and handling of articles and substances.
- ✓ Providing information, instruction, training and supervision.
- ✓ Maintaining a safe place of work with safe access and egress.
- ✓ Providing and maintaining a safe and healthy working environment, with adequate welfare facilities.

Section 2 (3)

This section requires a Health and Safety Policy to be in place where there are five or more employees. The Policy has to be in writing and should include the organisation and arrangements for implementation. It also requires employers to bring the Policy, and any subsequent revisions, to the attention of employees.

Section 3

Requires employers to conduct their undertaking, so far as is reasonably practicable, in such a way as to ensure that other persons, for example volunteers, are not exposed to health and safety risks.

Section 4

This section places duties upon persons concerned with, and to any extent in control of, premises to ensure the safety of non-employees.

Section 7

Places duties on employees to co-operate with their employer to enable compliance with statutory duties. Employees must also take reasonable care for their own health and safety and that of others, who may foreseeably be affected by their acts or omissions at work.

Section 8

Stipulates that individuals must not intentionally or recklessly misuse or interfere with anything provided in the interest of health, safety and welfare.

THE MANAGEMENT OF HEALTH AND SAFETY AT WORK REGULATIONS 1999 (AS AMENDED)

To summarise, this legislation requires employers to:

- ✓ Plan, organise, control, monitor and review health and safety arrangements.
- ✓ Make suitable and sufficient assessment of risks to employees and any other party who may be affected by their activities. These should then be reviewed as required.
- ✓ For businesses with five or more employees, to record the significant findings of risk assessments.
- ✓ Provide appropriate health and safety surveillance for employees (where the risk assessment shows this is necessary).
- ✓ Provide health and safety information and training to employees.
- ✓ Appoint competent people to help devise and implement health and safety measures.
- ✓ Provide appropriate health and safety information to employees of other employers working on or visiting your premises.
- ✓ Co-ordinate and co-operate with other employers on health and safety where workplaces are shared.

In addition, the Regulations require employees to follow health and safety instructions provided by their employers and to report any health and safety danger. Amendments to the original 1992 Management of Health and Safety at Work Regulations require specific risk assessments to be conducted for young persons and new or expectant mothers.

THE CORPORATE MANSLAUGHTER AND CORPORATE HOMICIDE ACT 2007

An organisation will be found guilty under this legislation if the way in which its activities are managed or organised causes a death and this amounts to a gross breach of a duty of care to the deceased. In order for the legislation to apply a substantial part of the failure within the organisation must have occurred at a senior level.

THE REPORTING OF INJURIES, DISEASES AND DANGEROUS OCCURRENCES REGULATIONS 2013

These Regulations place a legal duty on employers, self-employed people and those in control of premises to report work-related deaths, major injuries, over-seven-day incapacitation, work-related diseases and dangerous occurrences (near misses). Further information on this legislation is available here:

[READ MORE](#)


OTHER LEGISLATION

Dependent upon the nature of the activity to be undertaken, other health and safety legislation that may need to be considered includes:

- The Health and Safety (First-Aid) Regulations 1981 (as amended).
- The Workplace (Health, Safety and Welfare) Regulations 1992 (as amended).
- The Regulatory Reform (Fire Safety) Order 2005.
- The Electricity at Work Regulations 1989.
- The Control of Substances Hazardous to Health Regulations 2002 (as amended).
- The Dangerous Substances and Explosive Atmospheres Regulations 2002 (as amended).
- The Manual Handling Operations Regulations 1992 (as amended).
- The Work at Height Regulations 2005 (as amended).
- The Lifting Operations and Lifting Equipment Regulations 1998.
- The Provision and Use of Work Equipment Regulations 1998.
- The Control of Noise at Work Regulations 2005.
- The Personal Protective Equipment at Work Regulations 2002.
- Food Safety Act 1990 (and accompanying Regulations).
- The Construction (Design and Management) Regulations 2015.

Upon request, Griffiths & Armour can provide additional information on the above legislation.

**OVER HALF
OF THOSE
VOLUNTEERING
PROVIDE THEIR
SERVICES TO
MORE THAN ONE
ORGANISATION**



ORGANISATIONS PROVIDING VOLUNTEERS:

The scale of responsibilities of organisations providing volunteers are directly in line with the extent to which they are involved in and have control over the arrangements. For example, an employer providing an extra day's holiday for those wishing to volunteer their services to any organisation will have very little responsibility should that volunteer be injured in the course of their volunteering activities. Conversely, an employer arranging for a group of volunteers to provide their services to a specific charity within work time retains a higher level of responsibility to its employees. The level of control can be perceived to be greater where an initiative is 'own-branded'.

Depending on the arrangements, these duties and responsibilities could be managed by:

- ✓ Establishing a volunteering policy clearly defining the responsibilities of all relevant parties.
- ✓ Appointing suitable responsible persons to manage the volunteering process.
- ✓ Formalising arrangements with 'partner' organisations.
- ✓ Restricting volunteer activities to lower risk work.
- ✓ Making it clear that the organisation accepts no responsibility for privately arranged voluntary activities that have not been authorised.
- ✓ Arranging for volunteer activities to be undertaken outside of work time, for example during employee holidays.
- ✓ Providing guidance and information to employees.
- ✓ Vetting the organisation(s) receiving volunteers, for example in respect of:
 - ✓ Competency
 - ✓ Health and safety record
 - ✓ Risk assessments
 - ✓ Provision of training and instruction
 - ✓ Suitability of equipment including personal protective equipment
 - ✓ Supervision
 - ✓ Welfare facilities
 - ✓ Emergency, accident and first aid arrangements
 - ✓ Insurance arrangements
- ✓ Vetting the employees to assess their suitability for the type of voluntary work to be undertaken, for example their experience, physical fitness and health.
- ✓ Retaining relevant records for potential claims defence purposes.
- ✓ Notifying insurers of any significant arrangements.

ORGANISATIONS USING VOLUNTEERS:

Key elements of a volunteer management strategy include the following, which will next be considered in turn:



VOLUNTEER POLICY & HANDBOOK



The organisation's Health and Safety Policy must include reference to volunteers and how the risks to their health and safety will be managed. A specific Volunteer Policy may be created within the arrangements section of the Policy to provide more detail on how volunteers will be managed.

The creation of a Volunteer Handbook is an effective method of both conveying necessary information to a volunteer workforce, as well as making them feel valued. Contents of a Volunteer Handbook typically include:

- Information about the organisation.
- How a volunteer can benefit the organisation.
- The commitments the organisation makes to volunteers.
- What the organisation expects of its volunteers.
- The support that volunteers will receive in undertaking their role.
- An overview of key organisational policies, including health and safety.
- First aid arrangements and emergency procedures.
- Information on how to deal with issues and concerns.

It is important that volunteers formally confirm receipt and understanding of policies and handbooks.

DEFINING VOLUNTEER ROLES



It is important that volunteers are made fully aware of and understand the role they will be undertaking and the activities it will entail. Written descriptions of volunteer roles should be created, which should be consistent across the organisation and comply with volunteer policies. Written descriptions should include:

- ✓ Volunteer title and role.
- ✓ Tasks and activities involved.
- ✓ Required skills, qualifications and experience.
- ✓ Details of who the volunteer reports to and is supervised by.
- ✓ Location and required working hours.
- ✓ Details of where the role fits into the organisation.
- ✓ Means of measuring performance and activity levels.
- ✓ Descriptions of the intended outcomes of the tasks completed.

Volunteers Needed

VOLUNTEER RECRUITMENT



Many organisations rely upon their volunteers to undertake tasks that would otherwise need to be undertaken by a paid employee. A formal strategy for volunteer recruitment provides the organisation with a framework for attracting suitable volunteers, and also gives the potential volunteer confidence that they will be working for a well-managed and responsible organisation. Elements of a volunteer recruitment strategy include: identifying activities and tasks volunteers will be undertaking; establishing a volunteer recruitment process; and creating a volunteer recruitment role (or including those responsibilities as part of a wider role).

The volunteer recruitment process should include:

- ✓ Completion of an application form.
- ✓ An interview.
- ✓ Identification and relevant qualification checks, including driving licence where relevant.
- ✓ Obtaining and verifying references where considered appropriate.
- ✓ Assessing their suitability for the voluntary work, for example experience, physical fitness and health.
- ✓ DBS (Disclosure and Barring Service) checks where appropriate, in line with existing safeguarding procedures.
- ✓ Formal appointment of the volunteer.

Organisations may decide that an individual applicant is not suited to the volunteer role and can refuse to accept their services.

RISK ASSESSMENT



Volunteers need to be considered as part of the organisation's risk assessment process. In many cases, existing risk assessments will be considered suitable and sufficient as they apply equally to both employees and volunteers. In some instances, such as display screen equipment and homeworking self-assessments, volunteers should complete these at the earliest opportunity (preferably before starting volunteering activities), and be included within the organisation's review process.

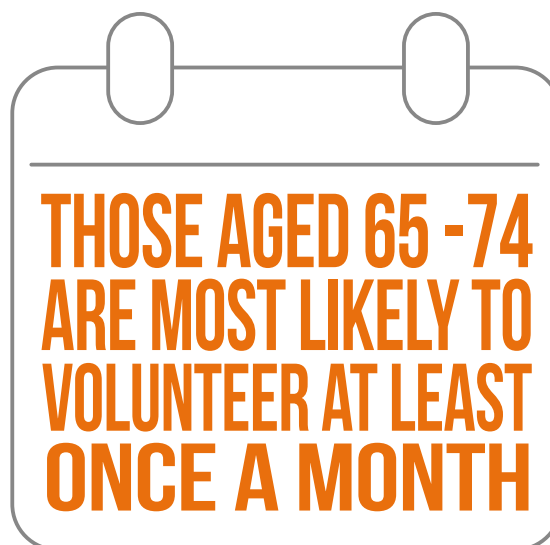
There may be a requirement for some existing risk assessments to be reviewed for some activities where volunteers are at increased risk. This could be due to volunteers:

- Being inexperienced in the tasks and activities to be undertaken.
- Lacking awareness of the risks associated with those tasks and activities.
- Having limited physical capability and/or mental capacity.

It is noted that some volunteers may be under the age of 18 and be classed as a young person. Specific risk assessments need to be undertaken for those volunteers. Similar requirements apply in respect of new and expectant mothers.

Examples of risks that may need to be considered include:

- Manual handling
- Slips and trips
- Lone working
- Use of hazardous equipment
- Fire
- Hazardous substances, including asbestos
- Work at height, for example use of ladders
- Noise
- Driving activities
- On-site transport
- Violence and aggression
- Stress



Guidance on each of the above is available from Griffiths & Armour.

The findings of these additional or reviewed risk assessments may lead to a requirement to increase control measures, such as additional training and/or supervision. The findings of risk assessments must be communicated to the relevant volunteers.

Personal protective equipment (PPE) should be issued where the risk assessment deems necessary and prior to starting.



TRAINING & INSTRUCTION



Establishing a suitable training programme is an important element of volunteer management. This ranges from initial induction training to more specific task-based instruction. Volunteers can be of different age groups, come from different backgrounds and have a wide range of skills and experience, and this needs to be reflected in the training content and method of delivery.

Induction training should be provided as part of a volunteer's introduction to the organisation. It will typically include the following:

- ✓ Personal introductions with their supervisors and other volunteers.
- ✓ An overview of the organisation and their individual role.
- ✓ Familiarisation with their working environment.
- ✓ When and how to use PPE.
- ✓ Welfare information, such as break times, eating and drinking areas, toilets, etc.
- ✓ First aid and emergency procedures.
- ✓ Who to direct a question or concern to.
- ✓ Information on relevant policies, such as internet use, expenses, safeguarding, etc.

Ideally the induction process should also include a period when volunteers can try out the work they will be undertaking, particularly for manual activities to ensure it matches their capabilities and expectations.

It is recommended that a training matrix be created, detailing the training requirements for each role and/or task. The frequency of refresher training should also be considered and incorporated into the training matrix.

Volunteers should formally confirm understanding of all training provided, including induction training. Consideration should also be given to ensuring understanding of the training provided via a test or verbal questions.



MANAGEMENT & SUPERVISION



It is important that there is regular communication between the volunteer and their manager. This will help to identify any issues or problems an individual volunteer may be facing and may also identify whether a change of role may be appropriate for that individual. It may also identify where the nature of specific roles need to be adapted to suit volunteers. Feedback from volunteers is key to any review process.

The level of supervision provided should take account of the nature of the task being undertaken and the characteristics of the volunteer undertaking the task. For example, higher risk tasks and inexperienced volunteers may require additional supervision. Recording details of supervision is recommended.

RECORD RETENTION



Documentation plays a key role in defending and reducing the cost of liability claims, and the lack of adequate documentation is often the main flaw when defending such claims. In relation to volunteer activities, the following areas need to be documented and retained:

- ✓ Volunteer recruitment and vetting records
- ✓ Risk assessments
- ✓ Training records
- ✓ PPE records
- ✓ Supervision

Further information on liability claims defensibility is available from Griffiths & Armour.



GRIFFITHS & ARMOUR RISK MANAGEMENT SERVICES

Risk management is a cornerstone of Griffiths & Armour's proposition. Simply put, good quality risk management practices lead to fewer incidents and claims, which in turn help minimise premium spend and retained costs. Our guiding principles for risk management are innovation, practicality and focus on your desired end result, which can be anything from premium reduction to legal compliance. This, coupled with our core belief that you should get the very best we have on offer from day one, ensures a strong partnership based on communication, trust and transparency. Specialisms include:



STRATEGIC RISKS



**BUSINESS CONTINUITY
AND SUPPLY CHAIN**



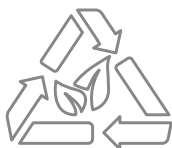
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PROPERTY RISKS

If you would like to discuss any of these risk management services please contact us on 0151 236 5656 or by [email](#).



ACKNOWLEDGEMENTS, REFERENCES AND RECOMMENDED FURTHER READING

- HSE - <https://www.hse.gov.uk/voluntary/volunteering.htm>
- NCVO - <https://www.ncvo.org.uk>
- Association of Volunteer Managers - <https://volunteermanagers.org.uk>

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