

VOLUNTEERS & PAID STAFF: BUILD YOUR TEAM

Practical guidance for deciding on the structure of your team



Whether you're a new community group or a veteran charity, taking the time to critically think about the structure of your team is a vitally important process. This process ensures you are able to deliver your activities, keep costs low and work towards your objectives.

Where to start?

The best place to start when planning your structure is revisiting your objectives and activities (outlined in the How-To Guide, "Business Planning: The Basics" - see excerpt). List out all of your activities, including the standard delivery of services as well as activities relating to the maintenance and growth of the organisation (e.g. deliver new sessions, manage social media, host open days, manage budget, recruit volunteers).

Once you have your list developed, try and answer the following questions for each activity:

- How much time is required?
- When will it take place?
- What are the skills or experience needed?
- What other things could affect success?

A simple table is an easy tool to get started. Find an example below.

TAKEN FROM: BUSINESS PLANNING: THE BASICS

Objectives & activities

What do you want to achieve and how you will do this? Convert your mission into action. Consider the following:

- The scope and scale of the activities you wish to offer
- The number and range of participants you wish to attract
- The equipment, staff and resources required
- Where and when do you offer your activities?
- How do you present and promote your group?

Example

Objective: To increase participation of women and girls in the next year

Activities: Work with sports teachers who are women on a recruitment drive in 6 schools; complete each module of Sported Girls Unite resources.

Task or activity	Time required	When it will take place	What skills or experience are required	What other things could affect success?
Run a junior coaching session	1 hr per week + some planning time	Saturday morning at 10am	Level two coaching award; Current first aid certification; Valid DBS check	Need to be confident working with young people
Manage social media	2 hrs per week + some planning and scheduling time	Ad hoc throughout the week	Experience of Facebook, Twitter, Instagram and Pinterest	Regular communication with key officers within the organisation



Define the roles

Once you have completed this exercise, try and group all the activities under different headings or job titles (e.g. coaching activities, finance activities, event activities). Fairly quickly you should be able to identify approximately how many volunteers or paid staff you might need. As a starting point you might group:



The bigger the organisation, the more roles you will need to have. You might then want to recruit for roles such as:

- Organisation secretary
- Membership secretary
- Coach/Coaching/Manager
- Fundraising Officer
- Marketing Officer
- Volunteer Co-ordinator
- Youth Representative

Volunteers vs. Paid Staff

Deciding on whether to employ paid staff or maintain a full volunteer team is an important decision for your organisation and should be based upon your unique circumstances and the Overall Aim of the organisation. It is always a good idea to hear from similar organisations to yours about how they are set up (Sported can help you with this - email us). Whichever set up you choose to pursue or change to, you should consider that there are implications for any status of staff member (paid or unpaid).



Volunteers

Volunteers are Individuals who provide their skills and time to your organisation without payment. This must be a choice freely made by each individual. A volunteer:

- doesn't get paid for their work. As a volunteer you're not allowed to receive any payment, benefit in kind or other reward for your work. As a volunteer you may get expenses reimbursed but these should only be out-of-pocket expenses and not a pre-estimate of expenses.
- doesn't have any obligations to the group - the voluntary work they do is of their own free will.
- is not entitled to the same rights as a Paid Staff Member and should therefore not have a contract of employment. A volunteer agreement shouldn't have any language that suggests employment. It should use words like 'role' rather than 'job description' and list 'expectations' rather than 'duties' or 'obligations'.

For detailed information regarding volunteering and the law, visit gov.uk/volunteering/volunteering-rights

Note: This is a non-exhaustive list of employment/volunteering requirements. It is provided only for general information and does not constitute any form of advice or recommendation by Sported.

Sported Tip: Where to get employment support?

Local accountancy practices often offer an employment service through which they can manage your payroll and tax obligations at a low cost. As an alternative, Voluntary Community Service offices may provide payroll services. Whilst these options do have cost implications, they safeguard your organisation and can teach you to do it yourself.

Need more guidance?

If you have any questions about this guide or would like to develop your team's structure further with a volunteer who specialises in staff/volunteer management, [request volunteer support from The Sported Hub](#).

Note: They cannot provide legal advice pertaining to staff or volunteers.

Paid Staff

Paid Staff includes 'employees' and 'workers'. Both legal statuses fulfill duties under contract and are entitled to the national minimum wage and protection against unlawful discrimination. If you are going to have Paid Staff, your organisation must:

- be legally constituted
- have employment liability insurance
- recognise the additional tax implications that come with payment of salaries
- recognise that employees are entitled to certain benefits (e.g. sick pay and holiday leave)

If you are considering employing staff, you should visit gov.uk/get-ready-to-employ-someone in order to determine which type of employment status you are going to choose for yourself or the individual, as well as detailed information regarding compliance with the law.