

Wiltshire Link Schemes Good Practice Guide 2021 Edition:

.....

Volunteer Recruitment and Support

COMMUNITY
FIRST

LINK VOLUNTEERS MAKING A DIFFERENCE EVERY DAY



About this Guide

This Guide has been produced by Community First. It is intended to be used by Wiltshire Link Schemes both in the set up phase and as an on-going reference. It is based on the experience of the Link Schemes themselves, current legislation, and advice from a number of agencies.

Please note this Good Practice Guide is for guidance only. Each Link Scheme must review and amend documents, information, processes and policies to match their circumstances and needs.

In general, this Guide assumes that a Link Scheme is a Registered Charity (which is the case for most Link Schemes). If your scheme is not a Registered Charity, then guidance is included in Information Guide B. Community First is aware that other legal arrangements exist and may be chosen by Link Schemes, such as charitable incorporated organisation, charitable company, unincorporated association or trust. Advice is available from the Charity Commission.

You will find '(L)' in various places throughout the Guide. This is designed to help Link Schemes and direct their attention to legal requirements. Where (L) appears at the head of a sub-section this indicates the following section covers some legal requirements. Where (L) appears next to one or two items in a section these items are particular legal requirements. Please be aware that these distinctions are not always straightforward, and that general good management is also a legal requirement of charitable status.

There are also funding requirements. These are the criteria set by the funders of the Wiltshire Link Schemes, and apply to the Annual Grants Programme and the Small Grants Fund. These criteria are set out in Information Guide G (Section 5). These may occasionally change, but full notification and support will be given to Wiltshire Link Schemes to meet any new requirements.

Whilst every effort has been made to ensure that information is accurate, this document is for guidance only and there is no assurance that it is a full statement of law. We do hope you find it useful, but no legal liability can be accepted by Community First or its employees.

Please check www.communityfirst.org.uk for updates and news.

Community First
Unit C2
Beacon Business Centre
Hopton Park
Devizes
SN10 2EY

www.communityfirst.org.uk

Facebook: @CommunityFirstWiltshire

Twitter: @CommFirstWilts

The Wiltshire Link Schemes Good Practice Guide 2021 is produced by Community First and replaces the previous (2016) Good Practice Guide.

Researched and edited by Mike Read Associates.



Contents

Information Guide E: Volunteer Recruitment and Support

Section E1

Volunteer Recruitment and Support: An Overview P4

Section E2

Volunteer Recruitment Strategy P4

Section E3

Volunteer Recruitment and Support Officer P5

Section E4

Volunteer Recruitment Process P5

Section E5

Diversity in Recruitment P6

Section E6

Inductions P7

Section E7

Advertising for Volunteers P7

Section E8

Retaining and Supporting Volunteers P10

Section E9

Disclosure & Barring Service Checks (L) P11

E1: Volunteer Recruitment and Support

An Overview

A Link Scheme is dependent on its volunteers to sustain the service. Getting the right people, and enough of them, are basic tasks for all Link Schemes.

Recruiting volunteers can refresh and reinvigorate a Link Scheme. A positive approach, combined with clear thinking and creativity, can make all the difference to your Link Scheme and the volunteers you attract. Volunteering is a positive commitment for many people and the Link Scheme's commitment to volunteers is to

provide a safe framework in which they can carry out their tasks.

Community First have resources available to assist with volunteer recruitment such as posters and leaflets. To use any of these resources please contact Community First. Community First may also be able to provide practical advice, support and volunteer listings through partner organisations.

E2: Volunteer Recruitment Strategy

One of the greatest strengths of Wiltshire Link Schemes is their volunteer led structure. Volunteer recruitment should be a fundamental element of the work the Management Committee undertakes every year.

Link Schemes are advised and encouraged to think about volunteer recruitment all year round. A little time spent at the beginning of each year, developing or updating a volunteer recruitment strategy can save a Management Committee a considerable amount of time and frustration dealing with crisis campaigns for volunteer recruitment should things go awry.

A volunteer recruitment strategy should be developed by the whole Management Committee but the delivery of the strategy can be led by the Volunteer Recruitment and Support Officer.

Developing a volunteer recruitment strategy does not have to be an onerous task. A little thought about the communities covered will usually stimulate ideas on activities to add to a strategy. An example of a volunteer recruitment strategy is available from Community First.

A volunteer recruitment strategy should be laid out on a month by month basis and list activities that could be undertaken during that period and by whom. This allows a clear allocation of tasks and allows the Management Committee the opportunity to follow up on activity undertaken, identifying what might be working and what additional resources, if any, might be needed by the Volunteer Recruitment and Support Officer. Methods from the strategy can be used at different times in the year. Some will work better than others but you might be surprised at how effective a creative twist on an old idea can be.

A comprehensive strategy that delivers a little 'drip, drip' publicity helps to maintain a profile for the Link Scheme throughout the year. This provides a strong foundation for positive recruitment campaigns that attract new volunteers at different times of the year, responding to the changing needs of a Link Scheme.

Once the volunteer strategy has been written, and messages defined, there are different ways to get new recruits. Each community is different. Different people respond to different things.

E3: Volunteer Recruitment & Support Officer

The Volunteer Recruitment and Support Officer will have the following roles and duties:

Roles

- Support the Management Committee to deliver its annual Volunteer Recruitment Strategy.
- Recruit and induct volunteers in accordance with the Link Scheme's policies and procedures.
- Provide ongoing support to existing volunteers.

Duties

- Co-ordinate recruitment according to Link Scheme policies and procedures.
- Development of recruitment materials.
- Ensure detailed, up to date volunteer records are kept according to policies and procedures (L). See section I.
- Support the Management Committee to regularly

review recruitment policies and procedures.

- Report to Management Committee meetings and produce a written report as required for the Annual General Meeting.
- Liaise regularly with, and support the Co-ordinator/s, including keeping volunteer lists up to date (L).
- Attending any relevant Community First training.
- Consider volunteers' need for ongoing support and training⁷ and inform volunteers of training offered by Community First or other agencies.
- Be available to deal with any concerns or questions volunteers may have, including liaison with other members of the Management Committee if appropriate.
- Assess the level of satisfaction of volunteers and any problems arising.
- Record and investigate any complaints or grievances with the Chair or other committee member according to the Scheme's policies and procedures.

E4: Volunteer Recruitment Process

The Volunteer Recruitment and Support Officer is responsible for the following process.

1. When receiving an enquiry, chat to the potential volunteer about their skills and aims and possible roles, and explain the relevant processes.
2. Issue the potential volunteer with an application pack which includes:
 - a role description,
 - an application form,
 - details of Disclosure and Barring Service requirements, and
 - the mission statement.
3. Receive completed application forms and send for references.
4. When completed references are returned, organise a meeting with the Chair and possibly one other Management Committee member to consider the applications.
5. If an application is to be accepted the potential volunteer should be seen by the Volunteer Recruitment and Support Officer and one other member of the Management Committee.
6. It is strongly recommended that the Link Schemes comply with the safer recruitment principles and therefore the Disclosure and Barring Service

An informal coffee morning is a good way of supporting volunteers and letting them share experiences.

- (DBS) checks should be completed at this time (L). See Section E. For more information, you may find the following link helpful: www.from.smallcharitysupport.uk/SCS-Policies/saferecruitment.pdf
7. On receiving a satisfactory DBS check, write to the volunteer accepting their application. A letter of acceptance should outline the process for induction and the induction pack can be included.
 8. Carry out the volunteer's induction including requesting a passport size photograph for their identity badge.
 9. Check the volunteer's driving licence, car insurance and MOT document. (L)
 10. Consider a support meeting to help people get to know each other and discuss any problems. Introduce the Co-ordinator.
 11. Receive and record the acceptance slip from the induction pack.
 12. Issue the Link identity badge.
 13. Arrange a mentor to support the new volunteer on their first few tasks.

E5: Diversity in Recruitment

Link Schemes sometimes find it difficult to get a diverse range of volunteers, especially if they rely largely on word of mouth. Diversity can be important in reflecting the composition of local communities and client groups and complying with the law on equality (L).

The following suggestions introduce some of the issues associated with recruiting from groups which may be under-represented as volunteers.

Disabled people

People's disabilities may not be their greatest concern as potential volunteers. The concerns they have may be due to a variety of reasons, just as for anyone else.

Take a proactive approach. Publicise the fact that you are keen to welcome disabled volunteers and show that you are accessible in the broadest sense; for example, by offering to produce information in large print. It is also important to choose effective places to advertise. But remember, disabled people visit the same places as everyone else.

Young people

Research has produced a wish list for what young people want from volunteering.

- Flexibility - the most important factor, in terms of

time and commitment.

- Legitimacy - they need a favourable image of volunteering.
- Ease of access - many young people simply don't know how to volunteer or who to contact.
- Experience - young people want relevant, useful experience and the chance to learn new skills.
- Incentives - stress the tangible outcomes of volunteering - what's in it for them.
- Variety - in terms of both the type of work and the level of commitment.
- Organisation - volunteering needs to be efficient but informal.
- Laughs - volunteering must be fun!

Older people

The early retiree has been a staple of Link Scheme volunteering for many years, and the number of active older people has increased in recent years. A study of volunteering by older people suggests that organisations need to think laterally so that older volunteers are given sufficiently challenging work to do, making the most of their skills and experience.

People from minority ethnic communities

A study of the experiences of volunteering within the black and ethnic minority community suggests that partnerships between mainstream voluntary organisations and these communities are a good way to make volunteering opportunities more inclusive. You might also want to target your recruitment at community organisations such as religious or cultural centres, but you should seek advice from them about the best way to proceed.

Unemployed people

People who are unemployed often have a huge amount to offer a Link Scheme and can gain a great deal from volunteering. They need not put their benefits in jeopardy, although they should tell their JobCentre Plus about their volunteering.

Unemployed people can gain skills and experience from volunteering, and it can help them to remain in touch with the world of work. They are likely to want voluntary work that provides them with a chance to gain skills and experience that will be helpful in getting paid work.

E6: Inductions

Induction is the process of preparing volunteers for a clear relationship with the Scheme, and a good understanding of how a 'Good Neighbour' service works. It should make new volunteers feel comfortable and ready to start. It should also ensure they understand the Scheme's history, ethos, structure and procedures so that they will contribute productively to the Scheme's work and have a positive volunteering experience. Even if a volunteer is already highly skilled, induction is essential.

A Link Scheme induction should provide answers to two main questions:

1. Why should I be volunteering for this Link Scheme. What is the Link Scheme's cause and what is it trying to achieve?
2. How will I be volunteering? What is expected of me and how should I do it?

Poor induction can lead to volunteers leaving soon after being recruited. Most Link Schemes provide an induction pack. Make sure your induction pack is tailored to your Scheme and is interesting to read.

E7: Advertising for Volunteers

When recruiting volunteers try to sell the benefits of volunteering with a Link Scheme. As with any advertising it is critical to have a clear message. If a recruitment message is not clear you may recruit clients not volunteers. The nature of this message will depend on your Link Scheme and the roles you want volunteers to take on. However, in general it should include the following.

- What the voluntary role is (e.g. driver, 'good neighbour', co-ordinator or committee member).
- What the Link Scheme does and what it wants to achieve.

- How a new volunteer can make a huge difference, and benefit personally.
- How flexible volunteering may be.
- How to find out more.

Most methods of recruitment elaborate on these five elements of the basic message. They are about ensuring that potential recruits are informed, motivated, and know how to get involved.

Motivations

It is useful to think about the possible motivations that people might have for becoming a volunteer. This can

help design volunteering opportunities and influence recruitment messages.

Motivations for volunteering for a Link Scheme might include the following.

- Commitment to the aims of a Link Scheme. It is important to emphasise how their contribution will make a difference to clients and communities.
- Meeting people and making new friends. Volunteering can be a very sociable activity.
- Giving back to their communities and addressing a specific problem in the community. Some people want to use their skills for a good cause at a very local level and neighbours helping neighbours can be a very appealing concept.
- Keeping active and connected - more older people are now volunteering.
- Gaining 'work' experience and learning new skills
- Using existing skills.
- Having fun.
- Feeling useful.
- Getting out of the house.

Making it easy

Putting oneself forward as a volunteer can be quite daunting. People might not be sure what they are getting into and might be worried, for example, that they won't be up to it or that the commitment will end up being greater than they want. Therefore it is important to be flexible when taking on new recruits. Spend some time finding out what people are looking for, and what they have to offer.

Word of Mouth

Word of mouth is the best method of attracting new volunteers. Most volunteers are recruited by existing volunteers, or committee members, or via clients or supporters. Make sure everyone connected to your Scheme knows that you are trying to recruit and what the opportunities are. Consider sending a letter to existing volunteers along with a few small leaflets for them to distribute to friends and acquaintances. Opportunities to pass on information arise regularly in daily life when with friends, at school, at church or at the allotment. We can

all create opportunities and possibilities. Make the best of these opportunities and utilise the volunteer resources available.

If existing committee members and volunteers are happy and motivated they will be more effective in recruiting new volunteers.

Do not rely on word of mouth for all your volunteer recruitment needs because you are likely to recruit 'more of the same'. Existing volunteers will tend to recruit people similar to themselves, and diversity is important.

Talks

Try to identify all the possible sources of new volunteers, e.g. parent and toddler groups, employment clubs, or the local WI. Setting up a talk or presentation can be a good way to introduce the Link Schemes to a new pool of potential volunteers. There are also clips available to view from Community First that provide information on what a Link Scheme does. These can be viewed at online.

You might need to repackage the message to make it more appealing for different groups. Try to be as well-briefed as possible about the people you will be talking to and what is likely to appeal to them about volunteering. Existing volunteers or clients can provide effective inspiration. Remember your recruitment messages.

Make sure you bring printed information to support your talk, giving people the chance to go away and think before committing themselves. Be clear about how people can get involved or how to find out more if they are interested.

Events

Events such as Volunteers' Week or Carers' Week are great chances to recruit new volunteers. Perhaps consider having an exhibition stand in a shopping centre or as part of a pre-arranged event. There are many places and events at which stalls can be set up, such as:

- In the local high street,
- at a local library,
- at fêtes and carnivals,
- at career and recruitment fairs, and
- at railway stations.

Websites and Social Media

Increasingly, people use the internet to look for volunteering opportunities in their local area. Consider having your own website or Facebook page to advertise any vacancies. Schemes are encouraged to contact Volunteer Centre Wiltshire (01793 317799). Watching the Link Scheme video at Community First can also help to explain the scheme.

Local Press and Radio

Coverage in local media might range from feature articles to brief news stories. Try to build a good relationship with local newspapers and radio stations, stressing the human interest of Link Schemes and the added value of local people getting involved to help the community.

A steady stream of coverage about a Link Scheme, its work and its volunteers will raise profile and aid recruitment. Press coverage can also be used as a form of public recognition for volunteers' work. Consider placing articles regularly in local village magazines, and distributing your own newsletter.

Celebrate the work you do as a Link Scheme. If you regularly write articles about the good work you are doing, that sense of pride and success will attract new volunteers. People want to volunteer for positive experiences, if you can show them the benefits of volunteering for a Link Scheme and keep the ongoing profile of the Scheme high, volunteers will probably not be far away. Examples of articles and many other resources are available from Community First and on their website.

Volunteering Support

Community First Wiltshire has an excellent volunteering portal called Volunteer Connect which puts people in touch with organisations who need volunteers and volunteers who are looking for opportunities.

Link Schemes can access this free service by registering here www.communityfirst.org.uk/volunteering

Local Companies

When assessing your local area for possible sources of new volunteers you might come across local companies whose employees are keen to get involved. Try to get the support of someone senior in the company, for example to allow you to address a staff meeting. Once employees are volunteering, the company might also be willing to offer other kinds of support.

Posters and Leaflets

Posters and leaflets focussing on volunteer recruitment might need to follow other awareness raising as they may not have much impact unless people already know about Link Schemes. However, posters and leaflets can spread a message to a wider audience. Leaflets are a handy and attractive way of providing information to potential recruits.

When designing printed information remember the recruitment messages and consider who the target audience is. Keep it simple and reflect the nature of the volunteering opportunity in the design.

Consider placing printed information in any of the following.

- Schools and colleges.
- Libraries.
- Town halls and other public buildings.
- GP and dental surgeries.
- Sports and leisure centres.
- Religious centres.
- Shop windows.
- Bars.
- Job Centres.
- Golf clubs.

Posters can stay up and leaflets be available for a long time, so try to ensure the information will not go out of date, and be aware that enquiries may continue to arrive over a long period.

E8: Retaining and Supporting Volunteers

It is easy for Link Schemes to end up on the 'recruitment treadmill', constantly looking for more volunteers and better ways to recruit. This can make it easy to ignore the other end of the process - volunteers who are leaving. It is not always possible or desirable to keep the same volunteers for a long period of time, yet it is worth looking at what can be done to reduce the 'churn' of volunteers.

The better and more efficiently volunteers are treated, the better they will feel about the Link Scheme that they are donating their time to. Key things to bear in mind are clarity and consistency. Steps can be taken to make opportunities valuable enough for existing volunteers to want to stay.

Volunteers should know where they stand. This means:

- Fully inducting volunteers,
- Keeping volunteers advised of what they can expect,
- Keeping volunteers advised of what the Link Scheme expects,
- Having effective, up to date policies in place that volunteers are aware of and can access if needed,
- Having a named Management Committee member to go to with problems,
- Having clear problem solving and complaints procedures, and
- Taking equal opportunities and diversity seriously.

Create a rewarding volunteer role

Building volunteer retention into your Link Scheme should start before volunteers are even recruited. Very few people are going to stay long in a volunteer role where they are not used by the service for which they volunteered.

The key is to think creatively about how you can use the volunteers you have in a way that is rewarding. For instance, is your Link Co-ordinator ensuring that all volunteers are being offered a similar or suitable number of journeys?

When drawing up a volunteer role description think about what is there in the role that would attract and keep volunteers? A chance to learn new skills? Meeting new people? What does the role have to offer in the medium to long term?

Be aware of volunteers' motivations – see Section E.7. An informal chat at the recruitment stage can be a helpful way of discovering a person's motivations. If a volunteer's needs are not met then the volunteer will either move to another organisation or into a different activity altogether. Most of us like to feel that we are a part of something. If volunteers feel marginalised they are less likely to want to continue volunteering.

Changing motivations

It makes sense to find out about volunteers' motivations and to monitor how well they are being fulfilled. Remember motivations can change over time, which makes communication with volunteers very important. Someone might start volunteering to give back to their community, but decide to stay because they enjoy the company of the people they support. Staying in touch with volunteers helps keep them involved in new developments and new volunteering opportunities that arise.

Ongoing support

It is very important for volunteers to have ongoing, good quality feedback and support, and for volunteers to know who to contact if they have problems.

If volunteers do have concerns it is better they have a chance to express them, before they decide to leave. They may need to change their level of commitment to meet other needs. The earlier you know about such issues the easier it is to find an acceptable solution.

Reward and recognition

There are ways to reward or recognise volunteers, such as certificates, parties, volunteer events, etc. But more important than the big gestures are the everyday things that let volunteers know they are valued. A simple 'thank you' goes a long way.

Volunteers should feel that they are an important part of the Link Scheme. They should be involved in decision making, and their achievements should be recognised.

There are many ways of making volunteers feel involved and welcome. Different people value different forms of recognition, so the following are suggestions for both formal and informal methods. Feel free to invent your own.

Formal

- Volunteer events, for example, as part of Volunteers' Week.
- Certificates. These could be an annual 'thank you', or after a fixed term, such as completion of a specific number of volunteering hours.
- Invitations to meetings that affect them, or to working groups.

Informal

- Saying 'thank you'.
- Making sure volunteers have enough tasks to do.
- Planning social events for volunteers.
- Consulting on informal matters.
- Being inclusive.

Exit interviews

One way to find out why a volunteer is leaving is to ask them. 'Exit interviews', questionnaires or informal chats might reveal issues in your organisation that need addressing. Some questions you might ask are these.

- Did the Link Scheme give a clear picture of what was expected of them when they volunteered?
- Did they receive task or role descriptions?
- Have any problems and issues they raised been dealt with efficiently and effectively?
- Did they have a designated person to talk to about any concerns or problems they might have, and was this person easily accessible?
- Was the Scheme clear about reimbursing expenses to volunteers?
- Are there clear lines of communication within the Scheme?
- Were they clear about the contribution they were making to your Scheme, its service users and the wider community?
- Even if there is no apparent problem, exit interviews are a useful tool for monitoring how you engage volunteers within the Link Scheme. Remember that people leaving the organisation are likely to be more candid than they would otherwise be.

E9: Disclosure and Barring Service Checks (L)

As part of their commitment to good practice, Link Schemes are strongly advised to ask all volunteers to have an Enhanced DBS check. All new applicants should be informed of the process and supplied with copies of the DBS Confidentiality Policy and the Recruitment of Ex-offenders Policy (see Section J).

- A Link Scheme undertakes to follow the DBS code

of practice¹ and comply with the Data Protection Act 2008 (L). See Section I.

- Individual Link schemes are responsible for undertaking DBS checks for volunteers. Community First currently has an agreement with Wiltshire Council to undertake DBS checks through their DBS Team, using an online portal. DBS checks for

¹ www.gov.uk/government/uploads/system/uploads/attachment_data/file/143662/cop.pdf

volunteers are currently free of charge although there is an administration charge. The Community Transport team at Wiltshire Council has provided extra funding to cover this administration charge. Community First are invoiced directly by Wiltshire Council so Link Schemes should not be invoiced directly. Community First currently pays the administration charge from Link grants, however this may be subject to change and new schemes should check with Community First before contacting Wiltshire Council.

- Schemes may wish to use an alternative checking service but must be aware that administration fees may still be applicable and Community First may not be able to reimburse costs incurred.
- At least two Management Committee members should be assigned as 'evidence checkers', sometimes referred to as verifiers, to complete the DBS procedure. Contact the Recruitment Department at Wiltshire Council on 01225 718 040 or recruitment@wiltshire.gov.uk. Each evidence checker/verifier will be given their own login to the DBS Wiltshire website.
- Volunteers must provide suitable ID from a list provided by Wiltshire Council. The evidence checker/verifier must see original ID documentation not copies.
- The evidence checker/verifier and the volunteer fill in the online form. The volunteer enters their name, address and ID with the evidence checker/verifier present. Then the applicant confirms their personal details (which can either be done there and then with the evidence checker/verifier or remotely from a home computer), and the application is sent off.
- When making a DBS application on behalf of a new volunteer or trustee within the 'Position Applied for' section of the DBS (online) application please select Link Volunteer, this will ensure checks are carried out against both barred lists (children and vulnerable adult) and will include enhanced.
- There is no set time period for an application process. Wiltshire Council recruitment department can view details online to check the progress of an application.
- The volunteer receives notification of the result through the post, and informs the Volunteer Recruitment and Support Officer of the decision. If

there are no disclosures the volunteer is able to start working with the Link Scheme when their induction is complete. The Link Scheme is not automatically notified of the result, but can check via the DBS system.

- In the event of the check coming back with a 'positive disclosure', i.e. something on a person's record which may raise a question over them working with the Scheme, the Link Chairperson will be informed. The Chairperson and the second nominated committee member evidence checker interview the applicant. The applicant will also be able to speak to the police liaison officer at County Hall.
- DBS checks should be renewed for each volunteer every 3 years; alternatively schemes are encouraged to sign up to the DBS update service. The update service is Free of Charge for volunteers and managed directly by government <https://www.gov.uk/db-update-service>
- The update service lets applicants keep their DBS certificates up to date online and allows employers to check a certificate online. A template DBS Update Service declaration for volunteers is included in the Annex.
- To perform a 'status check' use this website <https://secure.crbonline.gov.uk/crsc/check?execution=e1s1>
- You will need the volunteers name, as it appears on their DBS record, the DBS certificate number and the volunteers Date of Birth.
- If you retain this information for future 'status checks', you must ensure that it is held in line with Data Protection regulations and that your volunteers have given consent for the information to be retained.
- You must ensure you have the volunteers consent to perform a 'status check' on their DBS record.

Wiltshire Link Schemes Good Practice Guide 2021 Edition:

.....

Volunteer Recruitment and Support

Other Information Guides:

1. **Guide A:** Link Schemes and Community First
2. **Guide B:** Setting up a Link Scheme
3. **Guide C:** Link Management Committee and Trusteeship
4. **Guide D:** Link Coordinators
5. **Guide E:** Volunteer Recruitment and Support
6. **Guide F:** Volunteer Activity and Guidance
7. **Guide G:** Funding and Grants
8. **Guide H:** Gift Aid
9. **Guide I:** Risk Management and GDPR
10. **Guide J:** Operational Policies
11. **Guide K:** AGMs and Other Meetings

Contact Us:

Community First
Unit C2, Beacon Business Centre
Hopton Park, Devizes
SN10 2EY

01380 722241
linkproject@communityfirst.org.uk

www.communityfirst.org.uk
Facebook: @CommunityFirstWiltshire
Twitter: @CommFirstWilts

The above guides are available to view and download on our website along with an Annex including guidelines, templates and other resources:

www.communityfirst.org.uk/transport/link/link-scheme-gpg

