



Good Practice in Volunteer Management

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Ground rules



- **Write your name and organisation in the chat** window (this is used for registration purposes)
- **Mute your microphone** throughout the session (unless you have been asked to speak). But **keep video on** where possible
- If you would like to **ask a question** during a presentation please write this in the 'chat' window
- If you would like to speak, use the '**raise your hand**' button or write HAND in the 'chat' window and someone will let you know when you can speak
- An **evaluation form** will be posted at the end of the training. Please take a moment to provide us with feedback.
- **Presentation slides** will be circulated after feedback has been submitted.

Welcome & Introductions



- If you have not already done so put your name & organisation in chat box
- Why are you here today / what do you hope to learn?

Learning Outcomes

Learning Outcomes:

- Understand the volunteer/volunteer involving relationship
- Know how to set the foundations for good volunteering & develop a positive volunteering experience
- Understand how to reduce barriers, avoid potential pitfalls & become a great Volunteer Manager!

This training will cover:

- What is volunteering, why do people volunteer & why do organisations involve volunteers?
- What does good volunteering experience look like?
- Building the foundations – what you need to consider before you recruit?
- Ensuring volunteering is ‘time well spent’
- Avoiding the pitfalls & managing problems
- Reward & recognition
- What do you need to consider in 2023, post-pandemic

Question:



**What is your definition of
volunteering?**

What is volunteering?

“Volunteering is when someone spends unpaid time doing something to benefit others”

- Helping your close friends or relatives isn't volunteering. But doing something to benefit the environment (and through that, other people) is
- It should always be a free choice made by the person giving up their time

(NCVO)



What is volunteering?

- **Formal volunteering:** Giving unpaid help through a group, club or organisation
- **Informal volunteering:** Giving unpaid help as an individual to people who are not a relative

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And now the stats!

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[UK Civil Society Almanac](#)

- Most people have formally volunteered at some point in their lives, dipping in and out of involvement over time
- 16.3m people - almost a third (30%) of people over 16, volunteered through a group, club or organisation in 2020/21
- More than a quarter of the population were regularly involved in informal ways of volunteering and about half did so at least once in 2020/21





During the pandemic there was 'an unprecedented level of interest in volunteering' ([*ProBono Economics*](#))

- There was a rise in more informal volunteering, with Mutual Aid groups forming, and individuals 'helping' their neighbours
- Furlough opened the door to volunteering for many new people
- There was a rise in 'virtual' volunteering

However, levels of 'formal' volunteering fell during the Pandemic.

- A large proportion of volunteers had to shield and many volunteers had to drop out of their usual 'volunteering' due to personal reasons
- Organisations also had to 'pause' many of their services and volunteering - with social distancing making many roles impossible

Now that the pandemic has 'passed' initial evidence seemed to indicate that many were not returning to their pre-pandemic volunteering. Formal volunteering numbers have been down!

Looking forward in 2023...

- It's still early days, but there are reports that organisations are now seeing a rise in formal volunteering numbers
- 'Almost a quarter of adults in the UK intend to formally volunteer in 2023'. Especially younger people
- If true, this would mean an additional 5.7 million people volunteering in 2023 who were not volunteering in 2022 – including an additional 2.5 million younger people.

[ProBono Economics](#)

Also some are predicting that in 2023 there will be a return to more 'in-person' volunteering. Not least, because of the Cost of Living means that it is attractive to come into a warm office!

[Rob Jackson Consulting](#)





Why do people
volunteer?

Question:



**What reasons do people
have for volunteering?**

People volunteer for a wide variety of reasons...

Getting to
know the local
community

Develop new
skills

Enhancing
a cv

Gain confidence
and self-esteem

To gaining an
accreditation

Give
something
back

Improving
employment
prospects

Gain new
experience

Help those
less fortunate

Make a
difference

Help the
environment

Try
something
new

Improve
health

Get some
variety in
work

Want to feel
valued / part of
team

Meet new
people / make
friends

Changing
career

Help a
particular
cause

Chance to
socialise

Use existing
skills

Add
structure to
the day

Want to solve
a problem

- Motivations for volunteering differ from one person to the next
- Peoples circumstances / life stages affect why and how they volunteer
- Those recruiting volunteers need to avoid assumptions
- Volunteers come with many motivations and many different skills, experiences and knowledge!





Why might
organisations involve
volunteers?

Organisations involve volunteers because...

(NCVO)

Help to deliver services/projects more effectively & efficiently:
saves money & resources

Volunteers **add value** to what an organisation does – supporting its mission and objectives

Volunteers help organisations to engage a more **diverse** range of skills, experience and knowledge

Volunteers help organisations **reach** more of their beneficiaries

Volunteers are often **part of the communities** where the organisation works – making them the best advocates

Volunteers can bring **new** opinions, ideas and resources

Engaging volunteers may be part of the '**mission**' of organisation

Research & evidence helps demonstrate the **impact** volunteers can have for organisations, beneficiaries and the community





So what does 'good'
volunteering look
like?

Group exercise

Have you ever been a volunteer, or do you know someone who has volunteered?

- **What went well?**
- **What didn't go well?**
- **What would you have changed?**


Discuss in your group



What volunteers should be able to expect:

- Volunteering should be a **rewarding and fulfilling** experience
- Volunteers should have a **clear picture** of their tasks, responsibilities
- Volunteers should have **good support and supervision**
- Volunteers should be **protected** against any risks which may arise
- Volunteers should **not suffer financial loss** through volunteering
- Volunteers should **not be used to replace paid staff**
- The relationship between volunteers and paid staff should be **complementary and mutually beneficial**
- Volunteers should be able to play a part in the **decision-making** process of an organisation





**Building the foundations
for a quality volunteering
experience:**

From the start...

- It is important for an organisation to be clear why it is going to involve volunteers & how
- Having a **Volunteering Strategy** can help
- This sets out what you want to achieve with volunteering, how volunteers will contribute, & how you are going to recruit and support them
- It is important for an organisation (and all its staff) to understand volunteering & to be committed to the idea of involving volunteers

Organisations need to have systems, policies and procedures in place to ensure their volunteers have a great experience

(NCVO)



Question:



What systems, policies and procedures do you think need to be in place?



Set the right foundations before recruiting volunteers

Support & Supervision Procedure

Expenses Policy & Procedure

Volunteer Agreement

Induction & Volunteer Handbook

Safeguarding

Recruitment Procedure

Risk Assessed Role Descriptions

Resources & Insurance

Volunteering Policy

Volunteering Strategy

Volunteering policy:

“A volunteer policy sets out an organisation's approach to volunteering. It explains the role of volunteers in the organisation and how it will treat them” (NCVO)

Things to cover in your policy

- Recruitment of volunteers, including equality and diversity
- Induction and training
- Expenses
- Supervision and support
- Health and safety
- Confidentiality and data protection
- Problem solving and complaint procedures for volunteers



It should reflect your organisation and cover all the important information BUT not be so formal that it puts off new volunteers.

Resources

Think about what resources you'll need for your volunteers.

- Who is going to support and supervise them?
- Where will they volunteer – do you have space?
- Can you reimburse their expenses? What other costs are there?
- Will they need any equipment - e.g. computers / mobile phones?

Insurance

Understand what insurance your organisation needs if it involves volunteers. This will depend on your organisation, how it works & what it does.

- **Employers' liability insurance** – required if you have paid staff
- **Public liability insurance** – covers interactions with 3rd parties
- **Other insurance:** *motor insurance, professional indemnity insurance, trustee indemnity insurance*

Do not just presume your volunteers are covered! Check with your insurer to make sure your insurance covers your volunteers and what they do.



Role Descriptions:

“Volunteer role descriptions outline what a volunteer role involves. They are important for helping staff and volunteers understand their roles.”

(NCVO)

What to include:

- title of role
- aims and objectives of the role
- outline of tasks and responsibilities

Might also include:

- who the volunteer reports to
- location and volunteering hours
- expectations of behaviour
- essential and desirable skills and qualifications



Best to be clear about limits and expectations of the role. Volunteer role descriptions can look a lot like job descriptions - they are not! Instead, they describe unpaid roles and should only describe expectations of a role. All roles should be risk assessed.

Risk Assessing roles



When planning new volunteering role you should carry out a risk assessment

- think about what the volunteer will do
- the level of contact they have with children and/or adults at risk
- the level of supervision they will have
- how often the person will carry out the role
- where the role is undertaken

Use this risk assessment to help you decide what your recruitment process needs to be and what checks you need to do NCVO [‘Choosing staff and volunteers’](#)

Lessons learnt from the Pandemic

- New risks (e.g. need to Covid test, risks from volunteers working remotely, risks caused by new ways of delivering services)
- Need to constantly consider new risks and issues
- Risks can change - need to check safeguarding Policy and Procedures remain fit for purpose. Review & update regularly. Stay informed!

Recruitment procedure:



Need to think about what is actually needed for specific roles

Volunteer application forms:

- Keep simple - don't create barriers!
- Keep inclusive (language/images used, accessible for those with disabilities)

Volunteer interviews:

- Don't make more formal than needed
- Consider offering informal discussion first. What about a tester day?

References for volunteers:

- References can be sought but this may not always be necessary
- Think about what is really needed for the role

Declining a volunteer:

- It is ok to decline a volunteer
- Tell the applicant the reasons why they are not suitable & signpost

How to find volunteers



Reach out to local groups / organisations

Word of Mouth

Leaflets / printed material

Volunteer Centre

Events

Press / Radio

Website

Social Media

Through websites like Do-it & Reach

Colleges / Student Unions

Employer Supported Volunteering

Safeguarding

- Safeguarding should be considered at all stages
- Have an appropriate safeguarding approach when recruiting, inducting and supervising volunteers
 - ➡ How are you going to keep your volunteers safe?
 - ➡ How are you going to limit the possibility of your volunteers causing harm to others?
- Organisations need to understand the level of risk involved and appropriately manage these risks
- Need to put in place correct policies and procedures and ensure these include volunteers

NCVO – ['Safeguarding for Volunteer Managers'](#)



Volunteers & DBS checks



Disclosure &
Barring Service

- DBS checks are **part of** your safeguarding procedure but are not the only part
- Use your risk assessment, alongside DBS eligibility guidance when deciding which check is relevant. ([Eligibility checker](#) on the government site)
- It's illegal to carry out a criminal check at a particular level (other than a basic check) if you're not entitled to do so
- Consider what is proportionate and appropriate for the level of risk involved
- Regulated activity - there are certain roles or activities where enhanced checks with barred lists are required by law
- The Charity Commission expects that you should always seek the highest level of check that a role is eligible for
- Standard and enhanced checks can be registered with an online subscription to the update service. This allows you to check any updates to their certificate
- Only employers and licensing bodies can request a Standard or Enhanced DBS check, though a Basic Check can be requested by the individual/applicant themselves

NCVO: [‘deciding which checks to take’](#)

[DBS website](#)

Induction / Volunteer Handbook:

“Volunteer inductions introduce new volunteers to your organisation and their role. They help volunteers feel more confident and able to start their roles well. This is an important part of offering a good volunteering experience.”

(NCVO)

Volunteer induction checklist:

- Understanding the role and any expectations
- Intro to other staff, volunteers & where they will be volunteering
- Accessing equipment, refreshments & claiming expenses
- Who do they go to with questions or if there is a problem?
- Support & supervision and info on ongoing training & development
- Policies & procedures (safeguarding, data protection, use of computers etc.)
- Organisations history, values and structure
- Volunteer agreement

Induction process is likely to vary depending on the role and the individual.

It might be helpful to put all the relevant info in a **Volunteer handbook**.



Volunteer Agreements:

“Volunteer agreements help organisations and volunteers know what to expect from each other. They also remind organisations to offer a good volunteer experience.

Agreements set out what an organisation will offer its volunteers & what it hopes for from them.”

(NCVO)

Typically in an agreement organisations might commit:



- to provide induction and training
- to provide support to the volunteer
- to treat volunteers in line with its equal opportunities policy
- to pay back volunteer expenses
- to have insurance cover for the volunteers
- to follow good health and safety practice

A volunteer agreement might expect volunteers to:

- follow policies and procedures (e.g. equal opportunities, health and safety, and confidentiality)
- meet mutually agreed expectations around the role

Expenses policy

- Although volunteering is unpaid, it is good practice to ensure volunteers are not out of pocket due to volunteering
- Reimbursing expenses makes volunteering more attractive, open to more people and more inclusive

Possible expenses:

- Travel (including to and from the place of volunteering)
- Meals and refreshments while volunteering
- Equipment / protective clothing
- Child care costs / and costs for care of dependants
- Administration costs (e.g. postage, phone calls)

Expenses policy will outline what can be claimed & how.
Make it clear from the start!



Support & Supervision

- From the start make sure everyone knows how volunteers are going to be supported & supervised & who is responsible

How to provide support?

- Provide named 'supervisor'
- Set regular one to one supervision meetings where possible
- Keep written record of supervision & ensure private space to talk
- Provide ongoing training and development opportunities
- Consider other options (e.g. group supervision, peer support / buddying system, use of technology)
- Also enable informal catch ups
- Encourage feedback from volunteers
- Schedule group meetings, socials/training/recognition events





Any questions?



Break

Have a think about which policies and procedures your organisation has for volunteers.

Are there any gaps?

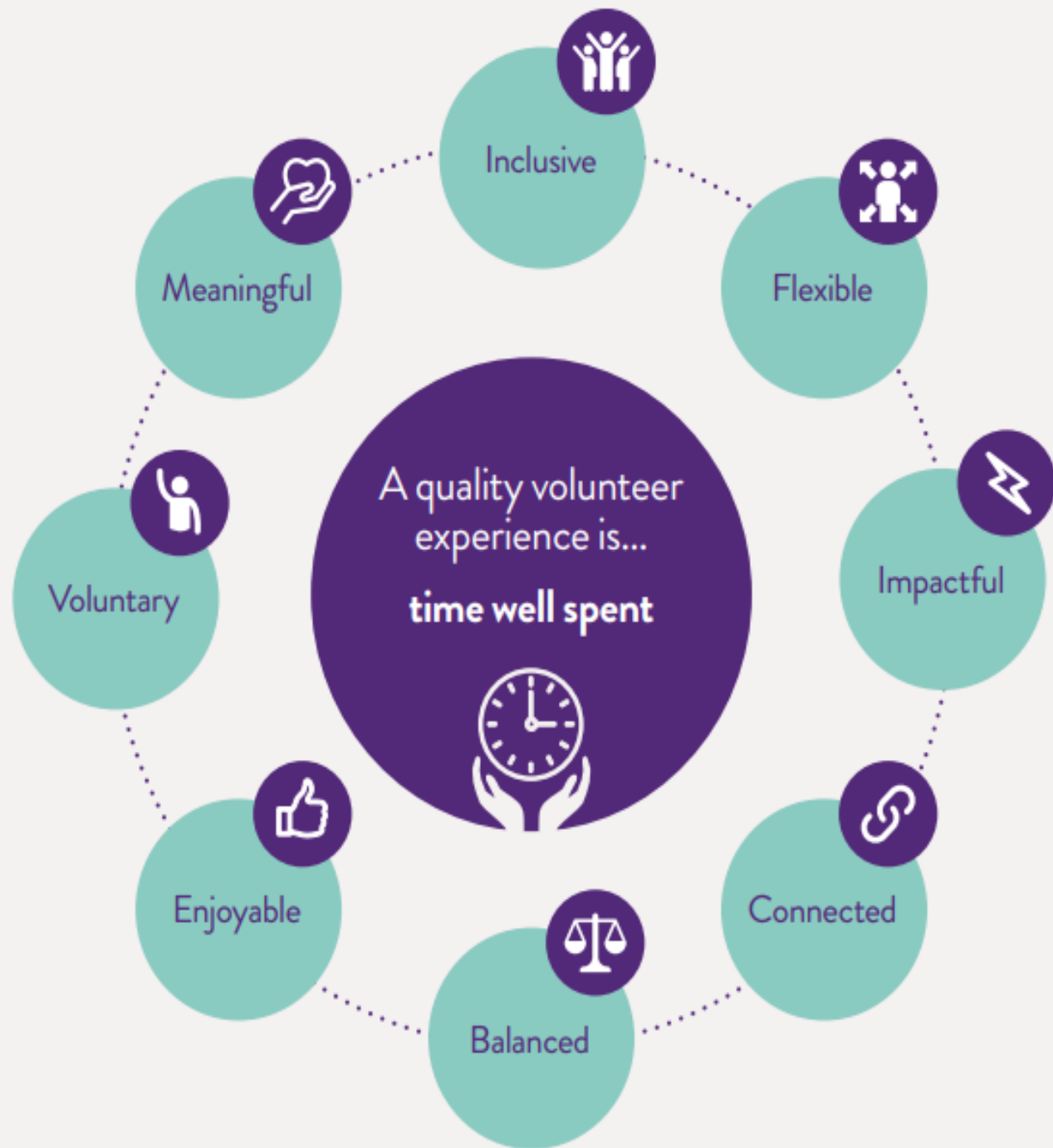


Ensuring volunteering is
Time Well Spent

The volunteer experience

Time Well Spent report
(2019 - NCVO)

8 key features
that make up a
quality
experience for
volunteers



Inclusive



It is welcome and accessible to all

- Making it easy to get involved e.g. taster sessions
- Reaching out to different people using a range of recruitment methods
- Create a culture that actively encourages equality, diversity and inclusion
- Ensuring volunteering opportunities are accessible and well supported



Flexible

It takes into account how people can give their time & fits around their circumstances

- Listening to what volunteers are looking for & want to offer NOT just thinking about what the organisation needs
- Giving volunteers the opportunities to shape their journeys with flexibility to change or leave their role
- Providing a 'good exit' for any volunteers who leave, and keeping the door open for them to come back

Impactful



It makes a positive difference

- Valuing and recognising volunteers in a variety of ways
- Communicating impact to volunteers and others
- Assessing the impact of volunteers' contributions, with something concrete
- Supporting volunteers to do their best in their role
- Valuing the role of volunteer coordinators / managers
- Working towards quality standard Investing in Volunteers

<https://iiv.investinginvolunteers.org.uk/>

Connected



It gives people a sense of connection to others, a cause, and/or an organisation

- Facilitating opportunities for volunteers to meet and socialise
- Creating structures that are designed to enable volunteers' voices to be heard
- Looking at different ways to connect people to the organisation and activities
- Thinking about how to help connect those who might otherwise feel excluded

Balanced



It doesn't overburden volunteers

- Ensuring that volunteers feel valued and not overburdened by the demands of the organisation
- Explaining why processes are in place
- Considering ways of making volunteering roles more rewarding
- Clearly distinguishing volunteering roles from paid jobs

Enjoyable



It provides enjoyment and people feel good about what they are doing

- Creating a friendly volunteering environment
- Promoting opportunities for involvement that mean potential volunteers will look forward to being part of organisation
- Taking an interest in volunteers and what they want to get from volunteering
- Supporting volunteers and ensuring they know how to raise an issue if needed

Voluntary



It is the volunteer who has freely chosen to do it

- Ensuring volunteering feels truly voluntary at all times – volunteers feel that they give time on their own terms
- Checking in on volunteers, especially the most involved, to avoid burnout
- Not putting pressure on volunteers and ensuring they feel free to leave
- Regularly discussing volunteers' roles with them to see if their expectations are being met

Meaningful



It resonates with peoples lives, interests and priorities

- Trying to engage with volunteers to understand what is important to them
- Supporting them to find a way to give time in a fulfilling way
- Matching roles with what people want to give and their offer of time
- Giving feedback on how volunteers make a difference
- Managing expectations to avoid disappointment



Any questions?



Avoiding the pitfalls:

Volunteers & the law:



- Volunteers are not the same as paid staff – **they are not under contract**
- There is **no legal definition** of a Volunteer in the UK
- Volunteers are not included in Employment law or National Minimum Wage legislation & the term is not used in other key legislation
- If you call someone a ‘volunteer’ but treat them in a way whereby you create a contract with them, the word ‘volunteer’ is meaningless
- If it appears that a volunteer is being employed by an organisation, they may be eligible for full employment rights & the national minimum wage. Organisations could be in breach of regulations and even potentially be required back pay
- So organisations need to be careful not to inadvertently create an employment contract



Avoiding creating employment contracts

A contract is a description of a **relationship** and can be created without a written document or even a verbal agreement

In order for a contract to exist you need:

- **Offer & Acceptance**
- An **Intention** to create a legally binding relationship (this could just be implied - if it looks and feels as if a legally binding agreement has been made)
- **Consideration** - something of value that is exchanged for the obligation given by the other party under contract (does not have to be money or of high value)

Mutuality of obligation - this test asks whether the organisation is obliged to offer work and the individual is obliged to do that work

[NCVO](#)

Be careful not to imply a volunteer is under contract to perform specific tasks.

But please do not panic... this is all about managing the risk!

Avoiding creating employment contracts cont.

Always watch your language!



Don't use contractual language

- *agreement* rather than *contract*
- *role* rather than *job* description
- *hopes / expectations* rather than *requirements*
- emphasise *benefits* of volunteering not *obligations*

Make it clear that you don't intend to create a contract

- Explain in volunteer documents / policies that there is no intention to create a legally binding relationship
- However - please note that this is not a get-out clause and the courts would ignore any statement if your relationship was clearly contractual

Think before asking volunteers to sign a formal agreement

- Is the tone too formal? Avoid the use of any language that sounds contractual

Be careful if you use the term 'internship'

- Unpaid interns are actually volunteers. Paid interns are actually staff! Treat them correctly!

Avoiding creating employment contracts cont.

Avoid creating 'obligations'

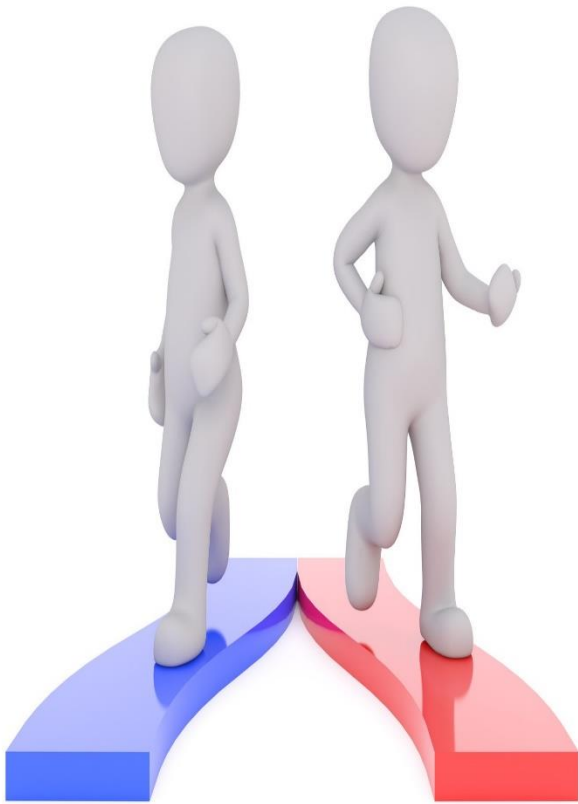
- It should always be clear that volunteering is the volunteer's **choice** and they have **right of refusal**
- Refer to **reasonable expectations** not obligations. Talk about what you expect or hope from volunteers rather than saying they 'must' or 'have to' do anything
- It is fine to outline 'reasonable expectations' of volunteering time. But avoid saying a volunteer must commit to minimum time periods
 - eg rather than saying the volunteer must stay for 3 months, talk about hopes & expectations
 - Best to acknowledge that volunteers can leave at any time
 - It is ok to suggest they will get more out of volunteering and will make more of a difference, if they stay for certain time period
- Don't 'sanction' volunteers for not meeting expectations



Avoiding creating employment contracts cont.

Keep a difference between paid staff & volunteers

- Where possible have separate processes for recruiting and managing staff/volunteers
- Avoid asking volunteers to abide by procedures usually applied to paid employees (e.g. booking holidays or sickness absence procedures)
- It should be clear to an outsider that the relationship between the organisation and staff and the organisation and volunteers is different!
- It is ok for some standard organisational policies to cover both paid staff and volunteers BUT it should be clear where the content is not applicable to volunteers and it is best to keep some policies separate (eg problem solving / disciplinary)
- Volunteers should not be treated or viewed as a replacement for paid staff



Avoiding creating employment contracts Cont.

Avoid those payments & perks!

- **Avoid offering incentives** such as the possibility of paid work
- **Avoid perks** that could look like 'consideration' (for example, training not needed for the role)
- **Do not say a volunteer is 'expected'** to volunteer in return for training / qualification
- **Be careful giving gifts.** HMRC may consider gifts as taxable income if gift can be sold on to make a profit
- If you are going to give a 'discretionary' gift or 'perk' **don't allow them to be customary** - they are not an automatic right and should be described as 'at the organisation's discretion'
- Be careful when paying volunteer **expenses...**



Expenses - avoiding 'paying' volunteers:

- **Do not pay a flat rate.** Volunteers should only be reimbursed for genuine out-of-pocket expense, or a 'reasonable pre-estimate of actual expenses' (NCVO)
- **Ideally get receipts:** expenses can be given in advance but still get receipts & unspent money should be returned
- **Keep a record:** of amounts paid, to whom and when
- **Paying additional costs for volunteers working from home:** make sure you are only paying reasonable & genuine expenses that a volunteer would not normally have (e.g. don't pay water rates)
- Anything over genuine expenses could be taken as a form of payment and therefore be a 'consideration'
- Calling payments 'stipends', 'sessional payments' or 'honoraria' doesn't change this.





Any questions?



Avoiding other pitfalls:

Question:



**Can people on benefits
volunteer?**



Avoiding pitfalls: volunteers who are on benefits

- People in receipt of benefits can volunteer for as many hours as they like without their benefits entitlement being affected as long they continue to meet the conditions of that benefit
- This includes means-tested benefits such as jobseeker's allowance (JSA), incapacity benefit, income support, employment and support allowance (ESA), and Universal Credit
- However there are some misconceptions and sometimes misadvise (e.g. you can only volunteer for 16 hours)
- There are also some rules that claimants need to be aware of, to make sure that volunteering doesn't have a negative impact on the benefits they receive. e.g. for people on Universal Credit, volunteering can count for up to 50% of the time agreed in their claimant commitment for looking and preparing for work
- If you 'pay' volunteers more than genuine expenses this will affect and potentially jeopardise benefits

Avoiding the pitfalls: Volunteer OR Voluntary Worker?



Volunteer

No contract, unpaid & not protected by employment law

Voluntary worker

- Is a subset of a 'worker' and is [defined by the Home Office](#)
- Has (or believes they have) obligations to perform the work, which may, if tested in law, be found to be 'contractual' (e.g. to attend at particular times)
- Sometimes remunerated in kind & offered non-monetary subsistence (e.g. food, accommodation, training)
- May be 'interns' or full-time volunteers, or simply regular volunteers who are given such responsibility that they feel creates an obligation to attend in order to keep a service running

In practice, the main difference is Volunteers don't have to commit their time and shouldn't feel like they do.

Care is needed!

- Sometimes people from overseas can volunteer but can't do voluntary work. SO it is important you are clear on the difference above. Avoid making Voluntary Workers!

Volunteers from overseas?



Brexit and volunteering

EU nationals are still able to volunteer in the UK if they have one of the following:

- they have settled or pre-settled status
- they have a visa that allows them to volunteer

Some visas allow a person to volunteer, whereas others do not. If unsure potential volunteers are advised to check <https://www.gov.uk/check-uk-visa>

- they're volunteering with an EU-funded programme like Erasmus + or the European Solidarity Corps

Refugees and asylum seekers

- People who have refugee status or humanitarian protection can volunteer
- People who've applied for refugee status or humanitarian protection (asylum seekers) are often not allowed to work. But they can volunteer in both the public or voluntary sectors. This includes when they are appealing against a decision to refuse them asylum.

Right to work checks

- If a person is a volunteer and not a voluntary worker, you don't need to check their right to work in the UK
- If there is any way it could look like the volunteer has a contract, you should check their right to work in the UK
- Charities are liable to strong penalties under the [Immigration, Asylum and Nationality Act 2006](#) if they are deemed to be employing people who do not have the right to work in the UK. Further rules are set out in [the Immigration Act 2016](#).

[NCVO](#)



Question:



**Can younger people under 18
volunteer?**

Younger Volunteers

No reason why someone under 18 cannot volunteer – in fact it is good to reduce the barriers and there are many benefits in involving younger volunteers. **BUT...**

Insurance: You need to refer to lower age range on your insurance policy & ensure it covers all your ages.

Parental consent: Technically, parents are responsible for their children until the age of 18, certainly should get consent for those under 16.

Supervision / Safeguarding: Ensure appropriate adult supervision, risk assessment, and appropriate child protection/safeguarding.

Legal restrictions: Legal restrictions on ‘employing’ young people do not generally apply to young volunteers but there can be restrictions. On the Kensington and Chelsea ‘application for child employment work permit’ it states *‘If a child helps with any business which is carried out for profit, even if they receive no pay, they are still deemed to be employed’*. Some bye-laws define “for profit” to include charity shops, and require organisations running them to apply for child employment permits for any young volunteers. It is best to check in these circumstances [RBKC website](#)

Equalities and diversity:

- 'Volunteers aren't legally protected by the Equality Act in the same way as employees. But it would be very poor practice to discriminate against a volunteer'
- And - in theory, the law could consider volunteering as a service offered to volunteers. This would mean the Equality Act would apply, but this has not been tested in court.

NCVO

Even though volunteers aren't protected under the Equality Act, it is unacceptable to discriminate

So always think about how to reduce the barriers:



Make volunteering opportunities as flexible as possible

Shape roles around volunteers

Consider offering micro-volunteering opportunities

Can volunteering be done from home?

Provide adequate expenses

Make opportunities as inclusive to all as possible



Make the recruitment process as easy as possible

Think about how roles are communicated (e.g. language / images used)

Question:



**Any other ways of reducing
barriers to volunteering?**

Any questions?





Managing problems & troubleshooting:



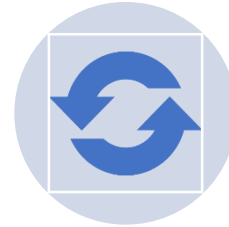
Common causes of Problems:

- Poor communication
- Expectations of one party unfulfilled or unclear
- A complaint
- Personality clash
- Issue with performance, conduct or behaviour
- Relationship breaks down

Problem solving



Assess the problem



Make a change



Provide time and opportunities to change (if it isn't serious misconduct)



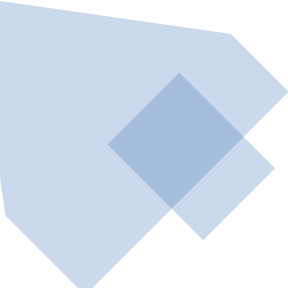
Be firm but understanding



Communicate during all stages



Review




Problem Solving procedure

Similar to but not the same as
a grievance procedure for staff

It can be used for:

- a volunteer complaining about another volunteer
- a volunteer complaining about a staff member
- a staff member complaining about a volunteer.

Might look like:

- Oral or informal stage
 - Written or formal stage
 - Opportunity to appeal
 - Opportunity for external mediation
- 



Reward & Recognition:

Can you reward Volunteers?

- Volunteers should not be rewarded with anything that represents a cost to the organisation or that the volunteer could use to make a profit
- Ensure policies don't breach tax, benefits or employment rules
- Gifts when volunteers leave or after many years of service should be small
- Rewards should be 'one-offs' to avoid creating an expectation that volunteers will be rewarded

(NCVO)



Question:



What different ways are there of recognising & rewarding volunteers?



Ways of rewarding and recognising:



Make sure
volunteers have
sufficient to do

Show them, in
tangible ways what
difference they
make

Include in informal
social events &
invite to formal
meetings

Consult, involve in
decision making &
listen to feedback.

Tailor roles around
volunteers

Offer relevant
training and
development
opportunities

Use thank you
cards / certificates

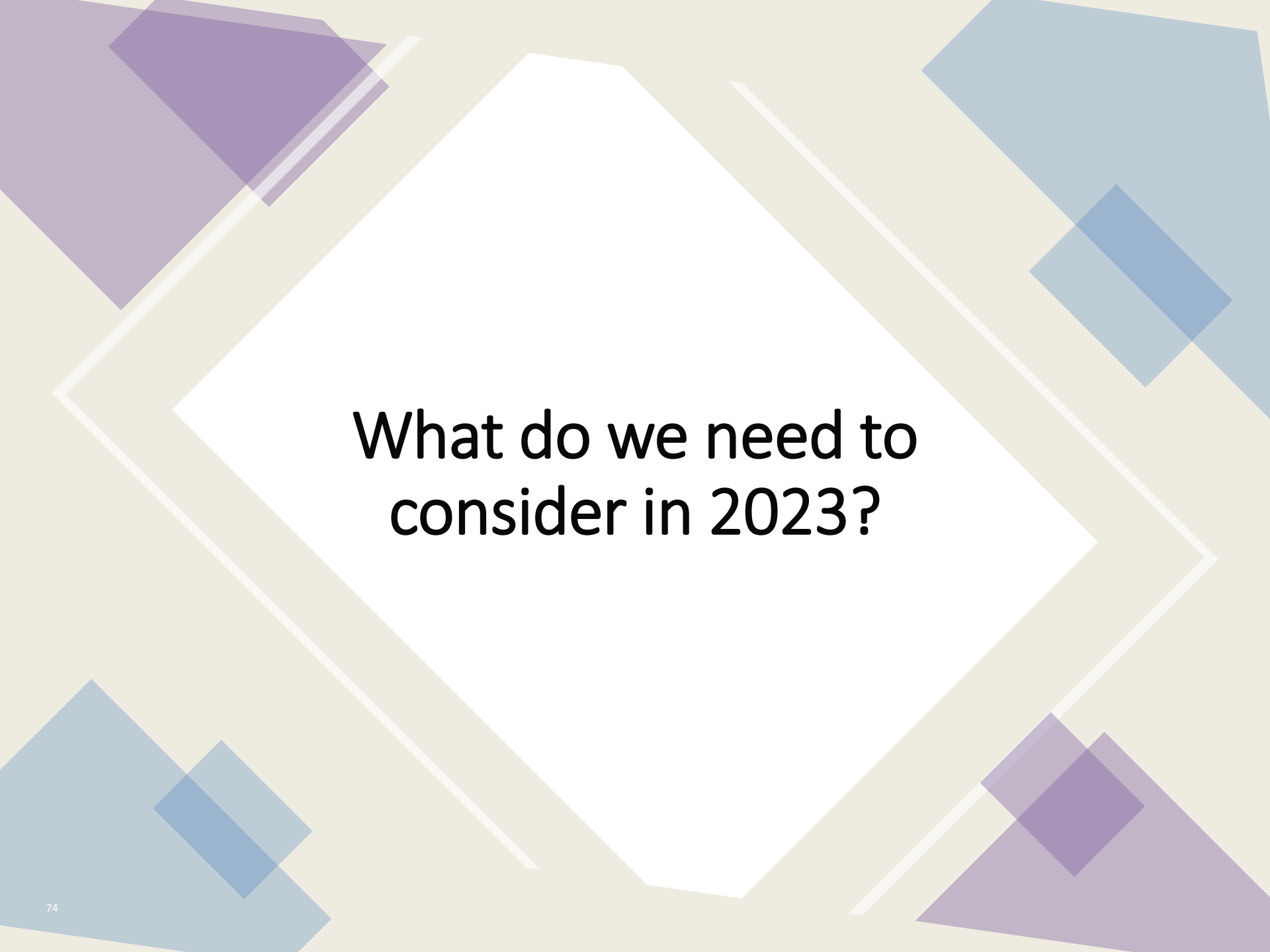
Schemes
like Tempo Time
Credits

Celebrate during
Volunteers' Week

Get to know
volunteers properly

Appreciate they are
neither employees
nor 2nd class
workers

Don't forget to say
thank you!



**What do we need to
consider in 2023?**

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1) How to face challenges with recruitment and retention of volunteers?

- It's too early to know what 2023 will hold, although there are some positive signs, there are likely to be more challenges with recruiting going forward. With costs increasing, people may have to work longer in paid work and have less time to volunteer
- Those wishing to recruit volunteers need to be willing to adapt and consider creative approaches
- Also need to think about how to re-engage former volunteers
- During the pandemic, [research](#) showed that people volunteered as they were driven, in part, by a sense of duty - during a time of crisis. Now, post pandemic, it is vital to think more about what will motivate volunteers to volunteer
- Need to make it as easy as possible to volunteer. Need to remove unnecessary barriers and be more flexible

What do you need to consider in 2023?

2) Cost of Living Crisis:

- Financially the cost of living is already negatively impacting volunteers, as well as paid staff
- It is possible that there will be an increase in volunteers wanting to volunteer face to face in 'warmer buildings where they may be able to charge their phone or get some refreshments'.
- Organisations should consider where they can offer more flexibility and support
- Need to consider how inflationary pressure will impact volunteers' expenses. NCVO's [research](#) shows last year's rise in fuel prices affected volunteers' travel costs.
- Organisations need to review their guidance on reimbursing volunteer expenses and treat this as essential if they are to retain their volunteers
- If organisations have to reduce staff, it is important that volunteers are not seen as a substitute



What do you need to consider in 2023?



3) Consider the physical and mental health needs of volunteers:

- For some, Health risks are still an ongoing concern – organisations need to continue to think about how to keep volunteers safe and listen to their needs
- NCVO's [research](#) showed the pandemic took an emotional toll on volunteers.
 - Those that volunteered reported feeling “burnout and exhaustion” and have not ‘returned’ to volunteering quickly
 - The forced to stop volunteering during the pandemic were negatively impacted as it affected their social lives, and their physical and mental health
- Organisations need to be aware of the challenges volunteers face and consider how to address these wellbeing issues going forward
- Good time to review role descriptions, policies and practices and ensure these provide the maximum support possible

4) Valuing Volunteers is critical

- As things get harder, and all are impacted, we need to continue to show volunteers are valued and champion the importance of volunteering more widely

So in conclusion...

- Volunteering within an organisation is a journey
- It is important that individuals are supported in that journey from the time they enquire, through to the time they leave
- Managing Volunteers is about managing this journey – from recruitment through to exit
- There is no one size fits all in volunteer management





Any questions?

So what next...

Share one action you are
going to take or one thing
you have learnt



Useful resources & contacts

Contacts & resources:

Key resources

NCVO: <https://www.ncvo.org.uk/help-and-guidance/involving-volunteers/#/>

Volunteering Matters: <https://volunteermatters.org.uk/>

Volunteer Centre Kensington & Chelsea: <https://voluntarywork.org.uk/>

National Vision for Volunteering: <https://www.visionforvolunteering.org.uk/>

Recruiting volunteers

Volunteer Centre Kensington & Chelsea: <https://voluntarywork.org.uk/>

DO-it: <https://doit.life/>

Charity job: [Visit CharityJob](#)

Reach Volunteering: <https://reachvolunteering.org.uk/>

Team London: <https://www.london.gov.uk/>

Youth social action & youth focused support

#iwill campaign: <https://www.iwill.org.uk/young-people>

LondonYouth: <https://londonyouth.org/>

UK Youth: <https://www.ukyouth.org/>

Contacts & resources:

Other useful contacts:

- **Association of Volunteer Managers:**
<https://volunteermanagers.org.uk/>
- **National Association of Voluntary Service Managers (NAVSM):**
<http://www.navsm.org/>
- **National Network of Volunteer Involving Agencies (NNVIA):**
<https://volunteeringmatters.org.uk/about-us/network-of-national-volunteer-involving-agencies/>
- **Heritage Volunteering Group:**
<http://www.heritagevolunteeringgroup.org.uk/>
- **Sport England:** <https://www.sportengland.org/campaigns-and-our-work/workforce?section=volunteering>
- **Charity Retail Association:** <https://www.charityretail.org.uk/>



Thank you for
attending this
training

Please help improve this training by
completing the feedback survey

For more info on services provided
by Volunteer Centre Kensington and
Chelsea

<https://voluntarywork.org.uk>

To contact me directly:

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