

VOLUNTEER SUPPORT & SUPERVISION PROCESS

Introduction and background

The purpose of this policy is to provide guidance and support to team members within The Charity who are managing and supporting volunteers as part of their role. We want to provide a positive, supportive working environment for all volunteers, but at times we may need to provide performance feedback or feedback in relation to a volunteer’s conduct or behaviour and this process provides a framework for doing this so that is constructive and consistent.

The Charity expects a high standard of conduct, integrity and professionalism from our volunteers, and conduct which threatens the reputation or the outcomes of The Charity needs to be addressed. In most cases these issues can be resolved informally as part of regular support and supervision and where that is not possible the Volunteer Support and Supervision Process is implemented.

Volunteers and their Volunteer Coordinator are expected and encouraged to discuss ordinary, day-to-day concerns informally together, either individually in catch-up meetings or within group meetings, such as Volunteer Forums. This allows issues to be addressed promptly with the intention of stopping situations escalating unnecessarily. If it is the case that issues cannot be resolved informally a more structured approach must be taken.

Applies to	Team members managing volunteers
SLT Director accountable	Director of People and Culture
Approved by	CEO
Effective date	October 2025
Next review date	October 2027

Resolving issues with volunteer conduct or performance

Implementing this policy

Examples of the types of issues which may lead to the implementation of the policy include:

- Unsatisfactory performance of the duties of the role as set out in the volunteer’s role description and the volunteer agreement.
- Refusing to comply with reasonable requests from The Charity team or abide by The Charity’s policies and procedures.
- Harassment and bullying of or acting disrespectfully towards any person being supported by The Brain Tumour Charity, any other volunteer or any team member.
- Discrimination of any person being supported by The Brain Tumour Charity, other volunteers or team members.
- Non-compliance with data protection and confidentiality requirements.
- Breach of safeguarding procedures.

In all stages of the Volunteer Support and Supervision Process, the Volunteer Coordinator will attend the meetings.

The volunteer will be given the opportunity to dispute the concerns raised, correct any misunderstandings and discuss their understanding of the situation during all stages detailed in this policy. Volunteers can formally dispute claims at any stage of the procedures of the policy. To do so, the volunteer should submit their dispute, in writing to the Volunteer Development Manager, within ten days of the official communication of the formal procedure.

For reference, the Volunteer Coordinator will keep a record of all meetings during the stages detailed in this policy, and volunteers can request a copy of this record.

Stage One – Informal feedback meeting to raise concerns

Where performance or conduct is not reaching the levels required by The Brain Tumour Charity the Volunteer Coordinator will request an informal meeting with the volunteer. At this meeting the volunteer and the Volunteer Coordinator will have the opportunity to discuss the area(s) of concern. Ways in which the area(s) of concern may be managed or rectified will be discussed, action points will be agreed, and a time frame to review the action points will be set (the review period). The Volunteer Coordinator may also provide specific guidance and support to help rectify the identified concerns.

All action points created in the meeting will be documented and sent to the volunteer following the meeting. There will be a follow up meeting to allow for further discussion where this is deemed helpful and necessary.

We aim to resolve all concerns during stage one of the Volunteer Support and Supervision Process.

Stage Two – Formal volunteer supervision meetings to address concerns

If the area(s) of concern identified in stage one of the Volunteer Support and Supervision Process persist or escalate after the review period, the Volunteer Coordinator will organise a formal meeting with the volunteer where continuing concerns can be discussed.

The Volunteer Development Manager will attend the formal meeting to facilitate the discussion and to document key discussion points and actions agreed. During the formal meeting, the Volunteer Coordinator will explain his/her concerns regarding the conduct and/or performance of the volunteer. They will list the action points outlined in the informal meeting and detail how they were not met during the review period. All attendees, including the volunteer, will then have the opportunity to discuss the situation and the volunteer's behaviour.

Following the discussion, action points will be agreed, and a time frame to review the action points will be set. It will also be made clear what actions The Charity will take should the addressed issues continue to persist. The volunteer will be asked if they require any reasonable form of support to achieve the expected standard of performance and/or conduct.

A second formal meeting may be arranged between the volunteer, the Volunteer Coordinator and the Volunteer Development Manager to follow up on issues raised. This meeting will provide the opportunity to review the volunteer's performance in line with the action points from the previous formal meeting, and to determine if the performance or conduct issue has been resolved or if any further action is required.

If there has been no significant and sustained improvement, or if the original issues persist, then the Volunteer Coordinator may consider ending the volunteer agreement (please see below).

Next steps if performance and/or conduct issue persist

Where there are serious concerns regarding the conduct or performance of a volunteer or where issues raised continue to persist or fail to improve, The Charity may need to consider ending the volunteer relationship with the volunteer. Ending a volunteer agreement means that the agreement in place between The Brain Tumour Charity and the volunteer has ended and that the volunteer placement has ended.

Examples of why The Brain Tumour Charity may terminate a volunteer agreement:

- The failure of action points during stage one and stage two of the Volunteer Support and Supervision Process.
- The volunteer refuses to amend behaviour or take action to address their performance.
- The volunteer's persistent action compromises their own safety or the safety of others.

All decisions to end a volunteer agreement will be reviewed by the Volunteer Development Manager and a member of the Senior Leadership Team before being communicated to the volunteer. The discussion directly with the volunteer will be led by the most appropriate party, dependent on the concerns raised.

Following the decision to end a volunteer agreement, a letter will be sent to the volunteer within five working days. This letter will explain the reason for the termination of the volunteer agreement and request the return of any property of The Charity.

Following the end of the volunteer agreement, The Brain Tumour Charity will request that the volunteer does not contact team members or continue active involvement in charity activities. It is respected that volunteers may hold personal relationships outside of The Charity network that overlap with our community.

Immediate ending a of Volunteer Agreement without recourse to stage one and two

The actions and behaviour of a volunteer may sometimes be considered so serious that the decision to end the volunteer agreement may be made without further attempts to address the volunteer's behaviour and actions. In the event of a serious concern, The Charity may take further actions in line with its own policies including bullying/harassment, safeguarding etc.

Examples of when this may occur include (although this list is not exhaustive):

- Criminal activity
- Being intoxicated or under the influence of alcohol or illegal drugs whilst partaking in volunteering activities
- Threatening behaviour, verbal abuse or using physical violence against any The Brain Tumour Charity team member, volunteer or service user, or against property
- Wilful and serious breach of confidentiality or data protection
- Wilful refusal to adhere to any of The Charity's policies
- Bringing The Charity into disrepute by speaking about The Charity in a negative or derogatory way (including on social media websites)
- Improper use of The Brain Tumour Charity facilities
- Serious personality clashes that cause disruption to the service
- Displaying discriminatory behaviour
- Wilful or serious disregard of health and safety procedures
- Reportable safeguarding concerns

Further information regarding this process

For further information regarding this process, please contact:

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