

# OP39a Volunteer Problem Solving Policy

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## 1.0 Introduction

This document sets out the commitment of St Raphael's Hospice to providing a fair and consistent approach to problem solving for all volunteers. It sets out to ensure volunteers at St Raphael's Hospice are confident to raise any matters of genuine concern or disagreement without fear of reprisal and in the knowledge that they will be taken seriously and matters investigated appropriately. Volunteers are valued members of the team and will be treated fairly and with respect.

## 2.0 Related Policy

2.1 [OP39 Volunteer Policy](#)

2.2 [HR03 Raising Concerns - Freedom to Speak Up Policy.](#)

## 3.0 Scope

This Policy covers all St Raphael's Hospice volunteers regardless of their area of volunteering. The Volunteer Services' Leads are available to support the volunteer at any point in this process. This policy excludes staff who may wish to raise a concern about a volunteer. In such cases, the [HR03 Raising Concerns - Freedom to Speak Up Policy](#) should be followed.

## 4.0 Process

### Complaints raised by a volunteer

- 4.1 Any problems or concerns should be raised informally with the volunteer's Line Manager in the first instance (Appendix 1 - Useful Contacts). The Line Manager should then consult the respective Voluntary Services Lead if additional support or advice is needed. If the volunteer feels it is not appropriate to discuss their complaint with their Line Manager or is unhappy with the local resolution, they should contact the respective Volunteer Services Lead directly. If the volunteer feels it is not appropriate to discuss their problem or concern with either their Line Manager or a Volunteer Services Lead they may contact the Hospice's Freedom to Speak Up Guardian who will handle the matter in accordance with [HR03 Raising Concerns - Freedom to Speak Up Policy](#).
- 4.2 Problem-solving matters will be kept confidential insofar as is reasonably possible.
- 4.3 If attending an off-site event, problems or concerns should be raised with the member of staff who is leading on the day. If this is not possible on the day then concerns should be raised to the event lead at the earliest opportunity after the event. If the volunteer feels it is not appropriate to discuss their complaint with the staff lead then they should contact the respective Volunteer Services Lead directly.

## **Informal discussion**

- 4.4 The volunteer's Line Manager should contact the volunteer to discuss the problem or concern and agree any action. A note of the meeting should be passed to the respective Volunteer Services Lead to be kept on the volunteer's file.

## **Formal discussion**

- 4.5 If the problem recurs or the problem is unresolved then a more formal discussion will need to take place. A review meeting template is available at [Volunteer review meeting form](#).
- 4.6 The meeting should take place in a meeting room rather than in the volunteer's normal area of work. A Volunteer Services Lead will normally chair the meeting unless directly connected, and the volunteer may bring a companion. The discussion should:
- 4.6.1 Provide a clear explanation of the concern and its impact
  - 4.6.2 Check whether the tasks and expectations of the volunteer are clear and realistic, using the role specification and volunteer policy as necessary
  - 4.6.3 Check if there is anything influencing the volunteer's ability to carry out tasks (e.g. physical or cognitive ability)
  - 4.6.4 Listen to the volunteer's response to what has been outlined
  - 4.6.5 Identify any support or training needs
  - 4.6.6 Identify any reasonable adjustments that can be made for the volunteer, such as adjustments to the role or whether a different role might be more suitable
  - 4.6.7 Agree clear goals for the future
  - 4.6.8 Outline what happens next if there is no improvement in the situation
- 4.7 The respective Volunteer Services Lead will write to the volunteer and the Line Manager confirming the agreed steps and outcome of the meeting.

## **Written complaint**

- 4.8 If the volunteer is unsatisfied with the response of the Line Manager or the outcome of the formal discussion, they may wish to make a complaint in writing. The complaint should be logged with the respective Volunteer Services Lead and reported to the Hospice's Freedom to Speak Up Guardian. A copy of the written complaint will be kept on the volunteer's file.

## **Response to written complaint**

- 4.9 An investigating employee will be designated by the Hospice's Freedom to Speak Up Guardian and will normally be one of the Volunteer Services Leads unless they have a connection to the complaint matter. Information may be requested to inform the investigation and the results and subsequent actions will be discussed with the volunteer. The investigating employee will report their investigation in writing as soon as is practically possible. A copy of the response shall be kept on the volunteer's file.

## **Appeal**

If the formal discussion results in stepping the volunteer down from their role the volunteer may appeal the decision by contacting the Volunteer Services Lead who will involve a CEO (or designated other) to review the appeal and respond to the volunteer as soon as is practically possible. The decision of the CEO (or designated other) is final.

## Appendix 1 - Useful Contacts

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| <p>Volunteer Lead<br/>– Main Hospice / Main Site / Gardening<br/>Volunteers</p> | <p>Ginny Toubal<br/>0208 099 7777<br/><a href="mailto:ginnytoubal@straphaels.org.uk">ginnytoubal@straphaels.org.uk</a></p>   |
| <p>Wellbeing Lead<br/>- Compassionate Neighbors'<br/>Volunteers</p>             | <p>Roisin Yin-Poole<br/>0208 099 7777<br/><a href="mailto:roisinyinpoole@straphaels.org.uk">roisinyinpoole@straphaels.org.uk</a></p>   |
| <p>Volunteer Lead<br/>- Retail and Fundraising Volunteers</p>                   | <p>Lorraine Hunt<br/>020 8254 2453<br/><a href="mailto:lorrainehunt@straphaels.org.uk">lorrainehunt@straphaels.org.uk</a></p>  |
| <p><u>Freedom to Speak Up Guardians</u></p>                                     | <p>Dr Gabrielle Tamura-Rose - Consultant<br/>in Palliative Medicine &amp; Caldicott<br/>Guardian<br/>0208 099 7777<br/><a href="mailto:gabytamurrose@straphaels.org.uk">gabytamurrose@straphaels.org.uk</a></p>  |
|   | <p>Barry Angel<br/>0208 099 7777<br/><a href="mailto:barry_angel@straphaels.org.uk">barry_angel@straphaels.org.uk</a></p>  |
|   | <p>Paul Holmes – Hospice Trustee<br/><a href="mailto:paiholmes@hotmail.co.uk">paiholmes@hotmail.co.uk</a></p>  |
|   | <p>Manjit Lall – Hospice Trustee<br/><a href="mailto:lallmk@hotmail.com">lallmk@hotmail.com</a></p>  |
| <p><u>Head of HR</u></p>  | <p>Barry Angel<br/>0208 099 7777<br/><a href="mailto:barry_angel@straphaels.org.uk">barry_angel@straphaels.org.uk</a></p>  |
| <p><u>Protect</u></p>   | <p><b>Telephone</b> - Protect Advice Line: 020 3117 2520, General enquiries: 020 3117 2520<br/><b>Fax</b> - 020 7403 8823<br/><b>Email</b> - Protect Advice line:<br/><a href="mailto:whistle@protect-advice.org.uk">whistle@protect-advice.org.uk</a><br/><b>Address</b> - CAN Mezzanine, 7 - 14<br/>Great Dover Street, London SE1 4YR</p> |