

Volunteers Policy

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| Responsible Director: | Director for People |
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| Related Policies and Guidelines | <ul style="list-style-type: none">▪ Employment Check Policy.▪ Recruitment and Selection Policy.▪ Disclosure and Barring Service Policy and Procedure.▪ Health & Safety Policy.▪ National Compact Volunteering Code of Good Practice.▪ Managing Conduct Policy▪ Raising Concerns Policy▪ Security Policy▪ Prevent Policy▪ Uniform Policy▪ Information Governance Policy▪ IT Policy▪ Code of Expectations▪ Induction Policy |
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Amendment History

| Issue | Status | Date | Reason for Change | Authorised |
|-------|--------|---------------|-------------------|-------------------------------|
| 1.0 | Final | March 2016 | New Policy | Strategic Workforce Committee |
| 2.0 | Final | October 2019 | Planned Review | Strategic Workforce Committee |
| 3.0 | Final | February 2023 | Planned Review | Strategic Workforce Group |

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1. Introduction

The Royal United Hospitals Bath NHS Foundation Trust (the Trust) recognises the important role volunteers play in complementing the work of our staff and as a Trust welcome the varied and unique contributions volunteers make to patients, carers, the public, and staff at the Trust.

As a Trust we recognise the important role volunteers undertake and seek to involve volunteers to:

- Improve the services and experience of patients, their families/carers, staff and the public;
- Provide individuals with new skills, confidence and experience within a hospital setting;
- Involve the local community in the Trust's activities;

The Trust is committed to developing, encouraging and supporting volunteer involvement in its work where appropriate. In doing so, it clearly recognises that volunteers will complement, but not replace, the role of paid members of staff.

2. Purpose and Scope

The purpose of this policy is to define the standards required by the Trust and other third party organisations when recruiting and supporting volunteers who will carry out duties on any Trust site with a Trust ID badge.

This policy aims to:

- Recognise the contribution of volunteers in the Trust and its ongoing commitment to them;
- Provide a basis for developing volunteering within the Trust;
- Ensure a fair and consistent approach to the recruitment of volunteers;
- Promote good practice and a consistent framework for developing, managing and supporting volunteering in the Trust;
- Clarify the role of volunteers and the boundaries between staff and volunteers;
- Offer clear guidance and support to both staff and volunteers;

The policy scope applies to current volunteers; individuals who wish to become volunteers and all Trust staff as there is a clear expectation they will work with volunteers on Trust sites.

The tasks to be carried out by volunteers will be clearly defined in a role descriptor so that both paid staff and volunteers are clear about their respective roles and responsibilities.

This policy does not cover:

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- Work experience placements, which are time-limited placements with an emphasis on structured learning; work experience placements or shadowing days.
- Volunteers undertaking fundraising off site, i.e. community groups

The Volunteers policy does not consider the below as volunteers:-

- Relatives who become involved in the care of their relative during a stay in the Trust setting. If such individuals wish to continue their involvement once their relative is no longer a patient they should apply to become a volunteer via the Trust or third part organisation.
- Those who visit the Trust on single occasions and students undertaking work experience and professional courses;
- Those staff working under an honorary contract or service level agreement with the Trust even if this is not paid employment.

The minimum age for volunteering as a Trust volunteer is 16. There is no upper age limit for volunteers. Volunteers can continue to volunteer for as long as they are able to carry out their volunteering duties in a safe and competent manner.

3. Definition of Terms Used

Memorandum of Understanding

A Memorandum of Understanding is a formal binding document between a third party organisation and the Trust that sets out the parameters and responsibilities for all parties when placing volunteers at the Trust. The memorandum of understanding underpins the Trust Volunteers Policy.

RUH Charitable Fund / RUHX do not require a Memorandum of Understanding as they are part of the Trust.

Role Descriptor

Each volunteering opportunity within the Trust should have a role descriptor. This is a volunteer's equivalent of a job description; it confirms the location of the placement, the identity of the named contact and provides an outline of the main activities of the placement and the skills expected to be held and demonstrated by volunteers.

Volunteers Strategy Steering Group and Forum

The Volunteers Strategy Steering Group oversees the strategic direction of volunteering within the Trust. Membership includes the Chief Nurse, the Trust's Volunteer Support & Development Advisor and Lead for Patient Care & Experience as well as representatives from the volunteer organisations, operational teams, HR, Learning & Development and Communications.

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The Volunteers forum is the Trust's lead group in matters relating to the operational volunteering activity which takes place across the Trust. Membership includes representatives from each of the volunteer organisations, HR and Learning & Development, and the Trust's Volunteer Support & Development Advisor and Lead for Patient Care & Experience.

4. Duties and Responsibilities

4.1. Director of Nursing and Midwifery

The Director of Nursing and Midwifery or nominated lead for volunteers has executive responsibility for volunteers in the Trust and reports to Trust Board.

4.2. Lead for Patient and Carer Experience

To provide leadership and management to the Volunteer Services

4.3. Volunteer Organisations

The RUH Charitable Fund / RUHX and all third party charitable organisations have a responsibility to:-

- Ensure there is a robust mechanism in place for the recruitment of volunteers with Trust ID badges, including conducting the necessary employment checks to NHS employer's standards, induction, training and on-going support in line with the Memorandum of Understanding (MOU) and Trust policies;
- Manage the recruitment and selection of volunteers as outlined in this policy;
- Develop and implement new volunteer roles in partnership with lead managers;
- Maintain up to date records of volunteers including personal details, training, and their placement.

4.4. Named Volunteer Manager/Ward/Department Manager

The Named Volunteer Manager/Ward/Department Manager in which the volunteer is placed is responsible for:

- Providing volunteers in their area with a local induction;
- Support and training to enable the volunteer to carry out their role;
- Provide clarity and direction about the volunteer's role and responsibilities;
- Provide day-to-day supervision and management of volunteers in their area;

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- Ensure shadow arrangements and support mechanisms are in place with the volunteer and reviewed within a reasonable timescale.
- Notifying the external charitable organisation of any concerns regarding volunteers
- Ensuring that they and their staff are familiar with this policy.
- Managers are responsible for ensuring the tasks carried out by volunteers are appropriate to the role and are documented in the volunteer role descriptor.
- It is the responsibility of the manager to raise any concerns regarding behaviour or conduct in relation to volunteers to the relevant charitable organisation

4.5. All Trust Staff

All members of staff who have contact with volunteers should have an understanding of the involvement of volunteers in service delivery and the value they bring in complementing the work that they do. Staff need to work alongside and support volunteers and assist in the development and implementation of new volunteer roles including adherence to the volunteer's policy.

4.6. Volunteers

"A person who is engaged in an activity which involves spending time, unpaid (except for travelling and other approved out of pocket expenses), doing something which aims to benefit a third party other than or in addition to a close relative".

When on a Trust site, it is the responsibility of the volunteer to:

- Have a responsibility for contributing to the health, safety and security of patients and their families, staff, visitors to the Trust, other volunteers and themselves. The level of contribution each volunteer can make will depend on their placement.
- Work within and not to exceed the duties set out in their role descriptor.
- Wear a Trust ID Badge and volunteer lanyard at all times whilst volunteering on a placement. If a volunteer ends their placement and ceases to volunteer with the Trust or third party organisation they must notify the nominated lead manager and any nominated contact person.
- Treat all information regarding the Trust's patients as strictly confidential at all times.
- Adherence to the Voluntary Services Code of conduct for volunteers, the Volunteer Code of Expectations (Appendix 1), the Trust values (Appendix 2) and the Volunteer Information and Training Guide.
- Attend any required Trust Induction; and relevant training for the volunteering role.

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- Adhere to Trust policies.
- Update the Trust and / or third party organisation on any changes to their personal situation e.g. DBS changes

5. Volunteer Organisations

RUH Charitable Fund / RUHX and Third Party Organisations who have volunteers working on a Trust site are responsible for:

- Their own selection and ongoing support for their recruited volunteers in line with the Trust's policies and core values
- Ensuring their volunteers conform to the Trust's Employment Check policy and NHS Employment Check Standards (identity; Occupational Health; referencing; qualifications and registration (where relevant and Disclosure and Barring Service Checks) have been undertaken for each volunteer.
- Complying with relevant Trust policies;
- Notifying the Trust of any amendments/cessations to their volunteer numbers.
- Signing a Memorandum of Understanding (for Third Party Organisations) as an agreement with the Trust that sets out their role and responsibilities and provides assurance on these processes.
- Responsible for ensuring their volunteers are compliant at all times with the Trust's training requirements, and their volunteers remain competent to carry out their volunteering duties.
- Ensuring all volunteer training is recorded.
- Upon completion of recruitment checks and training, ensuring volunteers are with an appropriate Trust ID badge and volunteer lanyard. Volunteers from third party organisations may wear their own uniform for easy identification by patients, visitors and staff.
- Responsible for ensuring that ID badges; lanyards and polo shirts are returned when a volunteer ceases to come to the Trust.

6. Recruitment and Selection

The aim of the recruitment process is to ensure that third party organisations match volunteers' skill and abilities with volunteer roles as well as having all the necessary checks required so as to volunteer within the organisation.

Third party organisations are responsible for recruiting volunteers and will reserve the right to decline applications from potential volunteers deemed unsuitable for the needs of the service.

For all volunteer opportunities, role descriptors will be created. Role descriptors will be developed by local managers.

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The Trust must be satisfied the potential volunteer has the personal qualities that underpin the Trust vision and values:



The recruitment process for volunteers must comply with the requirements of the Trust Employment Checks Policy.

All volunteers must complete an application form and be formally interviewed. It should be made clear at the enquiry stage that there is a requirement to complete a minimum of 6 months volunteering.

Prior to commencing the Trust / third party organisations must have recorded:-

- Identity check - References to cover a period of three years. Any variance from the NHS standards regarding references will need to be approved by the Lead for Patient and Carer Experience and HR lead.
- Occupational Health - All individuals applying to volunteer will need occupational health clearance; it is the responsibility of the individual to declare any pre-existing medical conditions.
- Qualifications and registration if required for their volunteer role.
- DBS – All volunteers must comply with the Trust DBS policy.

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6.1. Disclosure and Barring Service Check (DBS)

DBS checks are provided free of charge for volunteers.

When completing the DBS application, prospective volunteers must provide specific identification for verification. Without sight of original documentation, the Trust / third party organisation will be unable to apply for a DBS disclosure.

Volunteers will not commence volunteering until written confirmation of DBS Disclosure is received.

All volunteers who work in Maternity Services; Paediatrics; NICU and Emergency Medicine are required to undertake a new check every three years.

Subsequent convictions once a volunteer placement has started must also be declared, in order that a decision can be made as to whether a volunteer placement can continue.

Any offers of a placement are subject to the above requirements being successfully met and reasonable time should be allowed for these checks to be concluded prior to any individual commencing volunteering.

Each volunteer will have a personal file which will include an application form, placement profile, checks carried out as part of the recruitment process, correspondence and any other relevant information. All records will be held electronically (in some circumstances paper copies) and kept securely in accordance with General Data Protection Regulations (GDPR).

7. Young People

The Trust is committed to providing volunteer roles for young people from schools and colleges, via specific, supported routes. For more information on the current routes for young volunteers, please refer to the Trust's [Unpaid Roles Flowchart](#) on the intranet.

Young Volunteers are expected to abide by this policy.

The minimum age for volunteering within the Trust is 16. The Trust and third party Organisations' will ensure that age appropriate placements are identified for all young Volunteers and this will be agreed with the individual prior to commencing any placement.

For individuals aged 14-16, volunteering is available via the NHS Cadets programme, however this does not involve visiting patients on wards.

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8. Volunteer Agreement and Confidentiality

Volunteers are bound by the same legislation as staff to maintain confidential information relating to patients and their family member, carers, staff and other volunteers. Volunteers will be required to sign a volunteer agreement to uphold these principles as part of their induction.

Any breach of confidentiality will be investigated and the volunteer placement may be ended.

If a volunteer has any concerns relating to issues of confidentiality, they must report these to the department/ward supervisor as soon as possible.

9. Managing and Working as a Volunteer

9.1. Identification Badges

All volunteers will be issued with a Trust ID Badge before starting their role. Volunteers must wear their Trust ID badge at all times whilst undertaking volunteer activities. This may be worn in conjunction with an ID badge from a third party organisation.

Trust Volunteer ID badges will display the Trust Logo as well as stating the Third Party Organisation's name or project.

When volunteers are on site and not volunteering they should remove any volunteering identity e.g. uniform or lanyards.

9.2 Support and Supervision

On commencing a voluntary placement volunteers will be introduced to a local ward/department nominated Manager(s). The Manager will be responsible for ensuring the volunteer has had a local induction when starting their placement and provide any ongoing local training as required for the volunteer to carry out their role.

The nominated manager will be the main contact should the volunteer have any immediate issues and will also provide ongoing informal support and guidance to the volunteer.

9.3 Expenses

Volunteers should be offered reimbursement for their travel expenses and reasonable out of pocket expenses with the prior agreement of the local manager. The Trust will only reimburse actual expenses and the amount claimed should never be rounded up, as this can affect benefit and the employment status of the volunteer.

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Travel expenses will be reimbursed at the agreed rates and expenses claim forms must be submitted within three months. Claims for reimbursements must be submitted using the Trust's Travel and Subsistence Claim Form and must be countersigned by the local manager.

It is expected volunteers should use the cheapest and most practical form of transport available to them within a 10 mile radius. Travel expenses should only be claimed from the individual's home to the place of volunteering, unless a diversion in relation to the volunteering activity is needed.

Any travel claims not supported by receipts cannot be reimbursed, with the exception of mileage costs.

The Trust reserves the right to withdraw the offer of reimbursement of travel (or other) expenses to volunteers at its discretion. This includes instances where an individual undertakes a volunteer role for reasons believed to be other than in the spirit of this policy statement.

Volunteers are entitled to subsidies in the Lansdown Restaurant and other Trust vending areas on production of the Volunteer ID badge.

9.4 Personal Belongings

The Trust will not be held responsible for the loss of any personal items and it is recommended that volunteers do not bring any personal and/or high value items into the hospital.

9.5 Car Parking

Free car parking permits are available for volunteers for use within the on-site staff car parks. Car parking spaces are available on a first come first serve basis and cannot be guaranteed. Volunteers should apply for their car parking permit via the [online system](#), with support from their Volunteer Organisation.

9.6 Public Liability

Registered volunteers directly accountable to the Trust are covered by Public Liability Insurance, Professional Indemnity and related risks by NHS Resolution.

Individuals who volunteer with other organisations e.g. League of Friends are not covered by the Trust's Public Liability Insurance and therefore, additional insurance cover should be provided by the Third Party Organisation.

There will be an annual requirement to produce evidence of this.

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9.7 Gifts

In the event a volunteer is offered a personal gift or inducement, they should: refuse the gift, unless it is of low intrinsic value, e.g. chocolates, and should inform the local manager who will determine whether or not the gift can be accepted in line with the Trust's [Declaration of Interest Policy](#).

9.8 Leave / Absences

Volunteering working times will be agreed between the volunteer and the lead manager / third party organisation lead. If a volunteer is expecting to be absent, they should contact their lead manager at the earliest opportunity.

Third Party Organisations should be made aware of any unplanned or long term non-attendances of volunteers by the ward/department.

Volunteers are free to leave their placement at any time but volunteers should give at least one weeks' notice. Ideally volunteers should give as much notice as possible to enable the Trust to make suitable arrangements.

The Trust may decide to end a volunteer's placement with the Trust giving one weeks' notice, following on from discussions with all parties.

Volunteers should return ID badges and any other Trust equipment to the local manager once they cease volunteering.

9.9 Maternity

Should a Volunteer become pregnant whilst holding a Volunteer post, they should notify their lead manager at the earliest opportunity to enable a risk assessment to be conducted to ensure they are safe to volunteer, and ensure their safety whilst volunteering.

10. Expectations of Volunteers

The full expectations the Trust has of Volunteers and what Volunteers can expect in return from the Trust is outlined in Appendix 1.

10.1. Resolving Complaints

The Trust aims to identify and resolve complaints at the earliest opportunity and seeks to ensure fairness and equality in resolving issues. Emphasis will be placed on resolving issues as quickly and informally as possible.

If a volunteer has a complaint about a member of staff or another volunteer, then they should raise it with their lead manager in the first instance. If the issue is not resolved then the volunteer can escalate the complaint to a Trust Senior Manager.

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Volunteers may be required to put any such complaints in writing and should follow the third party organisation / Trust Grievance Policy in all respects.

It is an organisational expectation that volunteers are required to report as soon as reasonably practicable any complaints about service; treatment, or any incident of unacceptable behaviour to patients (particularly alleged maltreatment of patients), public, employees or volunteers, which have been noted, reported or alleged. Volunteers should refer to the Raising Concerns Policy for guidance on appropriate individuals to notify of their concerns. Concerns must be raised via these channels and not via the media. All communication with the media must be managed and approved by the Trust Communications Office.

10.2. Conduct

Volunteers are expected to conduct themselves to the same standard of behaviour as employed Trust staff and to behave in line with the Trust Values at all times.

If a ward or department has a concern regarding a volunteer's behaviour or their ability to carry out their role, then in the first instance, the lead manager should discuss their concerns with the volunteer directly.

If the problem cannot be resolved informally the principles of the Trust Conduct policy should be followed until satisfactory conclusion.

Where a volunteer is accused of committing serious misconduct (this may include, but not limited to, theft, acts of violence, harassment, malicious damage, breaches of confidentiality etc.) then the individual will be asked to stop volunteering while the matter is investigated and this may include police involvement.

As an outcome of the investigation the volunteer may then have their volunteering role ceased permanently.

The Trust has the right to terminate a volunteer agreement if satisfied that the volunteer has not adhered to the Trust's policies and procedures or fails to perform their role satisfactorily.

11. Celebrities and VIPs

The Trust acknowledges the excellent work and support given by celebrities and VIPs. The Trust also has a duty of care to protect vulnerable adults and children.

Following the Savile Investigation and independent reviews, all celebrities and VIPs should be made aware of their responsibilities under the Safeguarding Children and Vulnerable Adult Protection arrangements, as set out in Trust and multi-agency policy and procedure, prior to visiting Trust premises.

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12. Induction and Mandatory Training

The Trusts aim is to ensure that volunteers are able to contribute as effectively and safely as possible. Volunteers will be allocated a lead manager within their area of deployment to which they are accountable on a day to day basis.

Volunteers will also be issued with:-

- (a) Role Profile.
- (b) Volunteer information and training guide
- (c) Basic Prevent Awareness leaflet available from Security.
- (d) A copy of the volunteer agreement to sign.
- (e) Volunteer Policy

All volunteers will receive a welcome induction during a session with their respective manager / third party manager lead which forms part of a formal process to become a RUH volunteer. Volunteers will be introduced to key corporate and local requirements during the induction session and will be given the volunteer information and training guide which provides information and training essential for their roles. Volunteers will also watch a Welcome to the RUH video.

Volunteers will receive the required initial mandatory training for their role via an induction and a volunteer information and training guide which includes a declaration of completion of induction and training. The information and training guide will be given to the volunteer during their induction and completion reviewed on a regular basis.

There is a requirement for all information to be kept in the volunteers' personal file.

All volunteers are responsible for completing any identified mandatory training and the Trust may withdraw a volunteer's placement if such training has not been completed.

13. Health & Safety and Security

The safety of volunteers and visitors is paramount. Volunteers are expected to comply with Trust policies, procedures and guidelines related to security, safety and wellbeing and to act responsibly and not in a way that places themselves and others at risk.

The Health & Safety Policy applies to volunteers. For the purposes of the Health and Safety at Work etc. Act 1974, volunteers will be regarded as employees of the Trust in so far as the Trust's legal duties to them and their legal duties to the Trust and other persons. This similarly applies to security arrangements as stipulated by NHS Protect and CQC, for which volunteers will be regarded as Trust employees. It is therefore essential that volunteers attend the same H&S, Prevent and Security Induction training as all Trust staff. Volunteers must also receive local H&S induction for the area in which they will be working.

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Volunteers must be attired in the correct uniform as confirmed in their induction and visibly wear a valid Trust ID at all times. Volunteers must abide by the security and access control arrangements in all areas.

14. Monitoring Compliance

The lead HR Business Partner for volunteering and Lead for Patient and Carer Experience will be responsible for monitoring all aspects of this policy with support from the relevant specialist leads.

Should the monitoring information uncover any shortfalls the HR team will work with the relevant volunteer management team to draw up an action plan for improvement. The action plan may include:-

- Additional training for line managers and / or employees.
- A risk assessment.
- An action plan in support of the risk assessment.

The policy will be reviewed in line with Staff Side through the appropriate forum.

15. Review

This policy will be subject to a planned review every three years as part of the Trust's Policy Review Process. It is recognised however that there may be updates required in the interim arising from amendments or release of new regulations, Codes of Practice or statutory provisions or guidance from the Department of Health or professional bodies. These updates will be made as soon as practicable to reflect and inform the Trust's revised policy and practise.

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16. References

- Health and Safety at Work etc. Act 1974.
- Department of Health, NHS Protect – Security Standards 2015-16.
- Themes and lessons learnt from NHS investigations into matters relating to Jimmy Savile:-
 - Independent report for the Secretary of State for Health
 - Kate Lampard and Ed Marsden (February 2015)
- Jimmy Savile investigation follow up:-
 - A letter from David Bennett, then Chief Executive of Monitor (16 March 2015).
 - Independent oversight of NHS and Department of Health investigations to matters relating to Jimmy Savile.
 - An assurance report for the Secretary of State for Health, Kate Lampard, June 2014
 - Reports of the NHS investigations into Jimmy Savile, Department of Health, 26 June 2014, last updated 26 November 2015.
 - Jimmy Savile NHS investigations: Update on the themes and lessons learnt from NHS investigations into matters relating to Jimmy Savile, Department of Health, November 2015.

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Appendix 1: Volunteer Code of Expectations

Our Expectations for Volunteers

- Support and adhere to the Trust values at all times
- Act in a professional manner and maintain professional relationships with staff, patients and families
- Comply with all policies, practices, guidelines (in particular Health & Safety guidelines) and reasonable requests made by the Trust
- Maintain patient confidentiality at all times
- Recognise that you represent the organisation and act in an appropriate manner at all times
- Only wear your volunteer uniform and ID badge when you are on duty as a volunteer
- Be reliable and on time, sign in every time you volunteer and log your hours according to your role.
- Treat patients, visitors, staff and other volunteers with dignity and respect
- Do what is reasonably required to the best of your ability
- Act within the remit of your role as a volunteer; for example, if a patient asks you to do something, check with the nursing staff if it is acceptable for you to assist and do not provide any advice to patients.
- Attend any training required by the organisation, including induction and training updates
- Accept appropriate supervision and guidance from the staff
- Accept the organisation's problem solving procedure relating to volunteers
- Notify the ward/department if you are unable to attend your placement for any reason. This includes time taken for holidays or sickness absence. If you develop an illness that may affect your volunteering duties, please inform you Volunteer Manager to enable a new work health assessment form to be completed if appropriate.
- Commit to the time period agreed at interview and let us know as soon as you can if there is a problem with this

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- Raise any concerns or complaints through appropriate internal channels to the Ward Sister/Nurse in Charge on duty or Volunteer Manager
- Dress appropriately for your role in smart casual clothing, with footwear that provides adequate protection in line with Health & Safety guidance (i.e. closed toe).
- Be honest with the Trust regarding all matters. Examples include matters such as the claiming of expenses, appropriate use of car parking permits and disclosure of any past or present criminal convictions etc.

If a volunteer is not behaving in line with our expectations, then the individual may be asked to leave their role.

In return you can expect Royal United Hospitals Bath Foundation Trust to:

- Make you feel welcome, valued and appreciated
- Treat you respectfully and professionally at all times
- Provide you with clear information about your role within the organisation, including a role description
- Give you the appropriate training to enable you to carry out your role
- Provide appropriate support and supervision
- Ensure you are not in a role which should be filled by paid workers
- Work with you in line with our equal opportunities and health and safety policies
- Provide you with insurance cover for your role
- Reimburse out of pocket expenses, as long as there are receipts or evidence of expenditure
- Communicate with you regularly and keep you informed of any changes relevant to your role
- Provide open, honest and fair feedback about your volunteering

The Volunteer Agreement is not intended to be a legally binding contract between the Trust and the Volunteer. A volunteer placement can be cancelled at any time by you or us. Neither the Trust nor the Volunteer intends any employment relationship to be created either now or at any time in the future

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Appendix 2: Trust Values

Everyone
Working Matters
Together
Making a
Difference

OUR VALUES AND BEHAVIOURS

Everyone Matters

| We will | We will not |
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| <ul style="list-style-type: none">• Treat everyone as an individual – see the person, understand their needs, respect their views, choices and dignity• Take time to care – be attentive and considerate, notice the little things• Value and respect others – make everyone feel important, recognise people's contributions, say thank you• Be friendly and polite – smile, introduce yourself, welcome everyone and build relationships• Be kind and caring – put yourself in other's shoes, show empathy and compassion• Be calm and reassuring – put people at ease, create cheerful and welcoming environments | <ul style="list-style-type: none">• Make assumptions – discard people's views and choices or compromise people's dignity, treat people unfairly or discriminate• Be dismissive – avoid taking the time to understand people, rush instead of doing things properly• Undermine others – gossip, backstab, make people feel stupid, belittled or that their contributions don't matter• Be rude – avoid eye contact or introductions, make people feel unwelcome or like a nuisance• Be unsympathetic – make judgments, label or patronise people• Leave people isolated or anxious – be unsupportive, leave people feeling worried, alone, in pain or in distress |

Working Together

| We will | We will not |
|---|---|
| <ul style="list-style-type: none">• Communicate – clearly, openly, honestly, sensitively and in a timely manner• Actively listen – make time to listen, hear people and respond• Share information – be transparent, keep people informed, explain clearly, invite people to ask questions, check people understand• Involve and empower others – share learning, welcome people's ideas and give choices• Be helpful – be aware of others, ask people if they need help, follow things through• Support each other – cooperate to provide the best possible service | <ul style="list-style-type: none">• Overcomplicate information – communicate in jargon or insensitive language instead of plain language• Ignore people – refuse to hear people's comments or views, fail to respond or provide feedback• Leave people not knowing – or finding out by chance, give vague or incomplete explanations, be too busy for people to ask questions• Dictate to others – ignore people's ideas and suggestions• Avoid others in need – leave things unresolved, be inconsiderate of others' feelings• Be un-cooperative – create obstacles or resist sharing information and resources with other people and departments |

Making a Difference

| We will | We will not |
|---|--|
| <ul style="list-style-type: none">• Be proactive – prepare, take responsibility, influence whenever you can, focus on solutions, be open to change• Speak up – encourage everyone to have a voice and help people to be heard• Take pride – in ourselves, what we do and where we work, celebrate achievements and choose a positive attitude• Contribute – share ideas, be curious, challenge yourself and others to continuously improve the way we work• Be willing to learn – develop yourself and other's skills, knowledge, confidence and ability, be prepared to learn from others, give and receive feedback• Be responsive and efficient – take the time to do things effectively and be respectful of other people's time | <ul style="list-style-type: none">• Pass the buck – avoid taking responsibility or blame others• Ignore poor standards – bottle up concerns or worries, or turn a blind eye, avoid issues or problems• Criticise others – moan, complain, focus on problems, be negative or pass negativity on• Be inflexible – stick to our old ways, be reluctant to change or consider improved ways of working• Be defensive – refuse to give or receive constructive feedback or learn from others, avoid asking for help• Wait to be chased – be avoidably late or keep people waiting, not reply |