| **Job Title:** Volunteer Engagement Strategy Lead | **Direction and guidance from:** Assistant Director Community Fundraising and Engagement Director Fundraising<br><br>**Direct Reports:** None | **Primarily reports to:** Assistant Director Community Fundraising and Engagement<br><br>**Reviewed:** October 2026 |
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**Role Summary:**

Working closely with the Assistant Director Community Fundraising and Engagement (AD CF&E), the postholder will lead the development of a Volunteer Engagement Strategy and Implementation Plan to design, develop and support the initial implementation of a Charity-wide Volunteer Strategy. The project will establish a coherent framework for how the Charity attracts, supports, manages, recognises and develops volunteers across fundraising, engagement and wider charitable activity.

The role will produce a Volunteer Implementation Plan and associated lines of development that translate the Strategy into practical actions, priorities, governance arrangements, guidance, training requirements, communications, systems improvements and measures of success. The work will ensure that volunteering is safe, purposeful, inclusive, well-supported and aligned with the Charity's mission, values and long-term objectives.

**Job Description**

**Project Discovery and Internal Review.** The role will audit, assess and review the Charity's existing approach to volunteer support and engagement, drawing on documentation, data, systems insight and structured engagement with staff, volunteers and other stakeholders. This review will establish the current state, identify strengths, gaps, risks and opportunities, and provide the evidence base for the Volunteer Strategy and Volunteer Support Plan. Areas for review will include:

a. Existing volunteer roles, role descriptions, responsibilities and accountabilities.
b. Current volunteer practices across the Charity, including regional activity, community fundraising, individual giving, corporate support, central events, committees, advocates, website content, newsletters, recognition and award schemes.
c. The Charity's supporting policies, procedures and controls, including HR, safeguarding, finance, data protection, health and safety, expenses, insurance and volunteer conduct.
d. Regional and national variations in volunteer practice, including recommendations on consistency, local flexibility and continued utility.
e. The Charity's technical capacity and capability to support volunteers, including website, CRM, finance management information systems, IT, volunteer records and reporting.
f. The Charity's cultural and behavioural approach to volunteering, including enablers, blockers, staff confidence, volunteer experience and opportunities to strengthen engagement.

**External Review and Benchmarking.** The role will review relevant sector practice and guidance on volunteer strategy, volunteer management, safeguarding, inclusion, expenses, insurance, role descriptions, volunteer agreements, recognition and support. This will enable benchmarking and ensure that the Charity's approach reflects recognised good practice while remaining proportionate, practical and tailored to its operating model.

**Core Deliverables.** Informed by internal and external reviews, the role will produce a suite of project outputs that are outcome-focused, practical, and capable of adoption by staff and volunteers. These will include:

a) A Charity-wide Volunteer Engagement Strategy setting out the purpose, principles, ambition, governance and priorities for volunteering over the agreed planning period.

b) A Volunteer Implementation Plan translating the Strategy into phased activity, milestones, owners, dependencies, resources, risks and measures of success.

c) Associated lines of development covering recruitment, onboarding, training, communications, recognition, volunteer management, safeguarding, data, systems, policies and evaluation.

d) Defined volunteer roles and role descriptions that clearly distinguish between volunteer activity and paid employment, while setting appropriate expectations and boundaries.

e) A clear end-to-end volunteer journey model covering attraction, recruitment, welcome, induction, training, support, supervision, recognition, safeguarding, feedback and exit.

f) Practical guidance for staff, volunteer committees, advocates and individual volunteers.

g) A recognition, retention and feedback framework that helps the Charity value volunteers and use their experience to improve the project.

h) Recommended improvements to the Charity's website, marketing collateral and communications so that volunteer opportunities, expectations and support arrangements are clear and accessible.

**Project Governance and Reporting.** The role will provide structured progress reporting, via the Director Fundraising, to the Senior Management Board and Trustees as required. Reporting will include findings, risks, decisions required, dependencies, resource implications and delivery progress against the Volunteer Engagement Strategy and Implementation Plan.

a) **Initial Discovery Report:** setting out the findings from the internal review and external benchmarking, including key risks, gaps, opportunities and the proposed project approach.
b) **Draft Volunteer Engagement Strategy and Implementation Plan Framework:** a strawman strategy, outline Volunteer Engagement Strategy and proposed lines of development for discussion with the Senior Management Board and Trustees.

c) **Final Volunteer Engagement Strategy and Implementation Plan:** finalised documents for approval, including delivery milestones, ownership, resource implications, communications requirements and recommended measures of success.
d) **Implementation Handover:** a practical handover pack to support initial implementation, including priority actions, key decisions, and recommended next steps.

**Person Specification**

**Skills & Qualifications:**

- Experience of project delivery, volunteer management, fundraising, stakeholder engagement or organisational change within the charity, not-for-profit, public or comparable sector.
- Strong project management skills, including planning, stakeholder engagement, risk management, reporting and delivery to agreed deadlines.
- Ability to develop strategy and translate it into practical implementation plans, guidance, and measurable lines of development.
- An experienced and proven planner, adept at synchronising activity, managing dependencies, engaging stakeholders and delivering expected outcomes to time, cost and specification.
- Excellent interpersonal skills and the ability to interact and work effectively with all elements of the Charity and supporting volunteers.
- Computer literate, comfortable with MS Office tools, knowledge of Salesforce would be beneficial, familiar with social media platforms.

**Knowledge**

- Detailed and evidenced understanding of volunteer management, volunteer-led fundraising, safeguarding, inclusive volunteering, volunteer expenses, role boundaries and the legal distinction between volunteers and employees. Critical.

**Personal attributes:**

- A self-starter, proactive, collegiate, with drive and commitment.
- Personable and capable of engaging colleagues and volunteers.
- Sound judgement and good people management skills.

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| **Agreed by:** AD CF&E | **Name:** Suzy Holmes | **Date:** 16 October 2026 |
| **Approved by:** Director of Fundraising | **Name:** Sheila Lutchanah | **Date:** 20 October 2026 |