

**LOCAL GOVERNMENT RESEARCH AND DEVELOPMENT  
SCHEME**

**STRATEGIC MANAGEMENT FRAMEWORK  
FOR VOLUNTEER ENGAGEMENT IN LOCAL  
GOVERNMENT PROJECT**

**Commissioned by the**

**LOCAL GOVERNMENT COMMUNITY MANAGERS GROUP**

**SOUTH AUSTRALIAN LOCAL GOVERNMENT VOLUNTEER  
SURVEY REPORT 2008**

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# LOCAL GOVERNMENT RESEARCH AND DEVELOPMENT SCHEME

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# **LOCAL GOVERNMENT RESEARCH AND DEVELOPMENT SCHEME**

## **INTRODUCTION**

The Local Government Community Managers Group (LGCMG) with funding support through the Local Government Research and Development Scheme (LGR&DS) commissioned a survey to gather information from SA Councils on emerging volunteer issues, trends and examples of best practice. The survey forms part of a project aimed at researching and analysing emerging volunteer workforce issues and trends. The overall objective of the project is to develop a strategic management framework for volunteer engagement in local government for use over the next ten years.

The data gathered will be used to inform the development of a strategic management framework for future volunteer engagement in local government.

## **SURVEY GOAL**

To survey South Australian Councils to identify emerging volunteer issues and trends to better understand and strategically position recruitment and retention approaches, whilst identifying new volunteering opportunities.

## **SURVEY TARGET GROUP**

The survey was intended to gather information from Chief Executive Officers, Community Development Managers, Volunteer Managers and Volunteer Coordinators, Council Officers with volunteer responsibilities.

## **SURVEY TIMEFRAME**

The survey was available for input from 27 March to the 30 April 2008.

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## METHODOLOGY

During the first meeting of the project Steering Committee the survey objectives were discussed. Key questions were:

Who are we surveying, and

What do we want to find out?

### Survey target group to include:

- Community Managers in SA local government
- Volunteer Managers/Coordinators in SA local government

### Survey to consider:

<ul style="list-style-type: none"><li>• Best practice volunteer approaches</li><li>• New and emerging practices</li><li>• Trends/future needs/challenges/opportunities</li><li>• Initiatives</li><li>• Partnerships/networking</li><li>• Regional approaches</li><li>• Cross agency cooperation/cost sharing</li></ul>	<ul style="list-style-type: none"><li>• Corporate sponsorship of volunteering</li><li>• Recruitment/selection/retention</li><li>• Training</li><li>• Recognition/rewards</li><li>• Risk management/impacts</li><li>• Episodic volunteering/types</li><li>• Resource needs/availability</li></ul>
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A range of surveys conducted by volunteer organisations were reviewed to evaluate the most effective lines of enquiry and to identify questions that might assist in gathering data on emerging issues and trends in volunteering.<sup>1</sup>

<sup>1</sup> National Agenda on Volunteering, Volunteer Australia National Survey on Volunteering Issues, The Future of Volunteering Project, Faces of Volunteering Wesley Mission.

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A draft survey was developed and distributed to the Steering Committee on 12 March 2008. The feedback from the Steering Committee was incorporated into the survey. The survey content was adapted for distribution through Survey Monkey. The final draft was approved for distribution via the LGA network on 4 April 2008.

### Survey Tool Selection

The selection of Survey Monkey as the data collection tool presented the following difficulties:

- Respondents asked to select more than one choice and provide comment on the reason for that choice were unable to do so. This detracted from the potential value of the responses
- Responses that were required to show a mixture of quantitative and qualitative data only show the quantitative data, which negates the value of some of the response
- A multiple choice question would only allow respondents to make one selection, which makes the data collected inaccurate
- A report on the qualitative data could not be produced from Survey Monkey in a format that permitted valuable analysis, and
- The qualitative data was transferred from an Excel spreadsheet produced in Survey Monkey to a Word document (**Appendix A**) to enable analysis of the data, which was a costly exercise in terms of time and increase likelihood of error.

### Face to Face Survey

In response to feedback from the Local Government Volunteer Co-ordinators Forum, a session was arranged to gather information on emerging trends and issues from their perspective. The outcomes of the session supported the general findings of the electronic survey, ie. there was convergence between the

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two. The notes from the session are attached as **Appendix B** and comments are included in the “**Conclusions**” section of this report.

### RESULTS

Responses to the survey were received from 33 out of the 69 Councils in South Australia which accounts for 47% of the total number of Councils. 44% of the total number of respondents were from rural Councils with the remaining 56% of responses being from metropolitan Councils. 4 responses were received from Councils who were not identified.

#### Quantitative Data

**Table 1 – Question 2 - Do you include volunteers in the delivery of your Council services?**

	Response Percentage	Response Count	Skipped Question
Yes	96.7%	29	3
No	3.3%	1	

**Comment:** *It is clear from this response that the majority of Councils continue to include a high level of volunteer support in the delivery of Council services.*

**Table 2 – Question 3 - Do you employ a Volunteer Manager and/or Coordinator?**

	Response Percentage	Response Count	Skipped Question
Yes	71.0%	22	2
No	29.0%	9	

**Comment:** *This response indicates a trend towards a commitment to management/co-ordination of volunteer services by Councils.*

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**Table 3 – Question 4 - If you employ a Volunteer Manager and/or Coordinator please provide the relevant information?**

<b>Role of person 1</b>	<b>Gender</b>	<b>Level</b>	<b>FTE</b>	<b>Response Percentage</b>	<b>Response Count</b>
Volunteer Co-ordinator				100%	23
Volunteer Development Officer					
Volunteer Co-ordinator	11 female 4 male			95.7%	22
Volunteer Development Officer	4 female 1 male				
Volunteer Co-ordinator		4 @ level 3 11 @ level 4 1 @ level 5		100%	23
Volunteer Development Officer		2 @ level 4 3 @ level 5			
Volunteer Co-ordinator			10 @ 0.1.FTE 1 @ 0.6 FTE 3 @ 0.8 FTE	91.3%	21
Volunteer Development Officer			4 @ 0.1.FTE 1 @ 0.6 FTE		
<b>Role of person 2</b>	<b>Gender</b>	<b>Level</b>	<b>FTE</b>	<b>Response Percentage</b>	<b>Response Count</b>
Volunteer Manager				39.1%	9
Volunteer Co-ordinator					
Admin/Support					

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Volunteer Manager	1 female			34.8%	8
Volunteer Co-ordinator	60 female 2 males				
Admin/Support	3 female				
Volunteer Manager		1 @ level 7		39.1%	9
Volunteer Co-ordinator		27 @ level 3			
Admin/Support		2 @ level 2 1 @ level 3			
Volunteer Manager		note: FTE data not provided for 26 Co-ordinators	1 @ 0.1 FTE	34.8%	8
Volunteer Co-ordinator			1 @ 0.8 FTE		
Admin/Support			1 @ 0.4 FTE 1 @ 0.2 FTE		
<b>Skipped the question</b>					10

**Comment:** *Females as Volunteer Coordinators is a clear trend. From the data there is a trend to employ Volunteer Co-ordinators rather than Volunteer Managers. There was only 1 manager role listed in the survey responses. The majority of co-ordinators are employed between level 3 & 4 classification.*

**Table 4 – Question 6 - How do you manage recruitment and selection?**

	<b>Response Percentage</b>	<b>Response Count</b>
Internal Process	93.3%	28
External Source	43.3%	13
Other	13.3%	4
<b>Skipped the question</b>		3

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**Comment:** *A high level of internal recruitment is indicated by this data. The qualitative data provided in question 7 indicates internal recruitment is managed by a range of Council staff and departments. Volunteer SA & NT Inc., Southern and Northern Volunteering are listed by respondents as significant sources for volunteer recruitment.*

**Table 5 – Question 9 – To help us identify the past, current and future participation in volunteer services in Councils, please indicate your responses by ticking the relevant boxes in the following table.** (the way this question was set up in Survey Monkey did not allow us to gather as much information as we might have from this question, ie. the question asked for additional information to indicate reasons for changes in participation)

<b>Service</b>	<b>Past Service</b>	<b>Current Service</b>	<b>Future</b>	<b>Response Count</b>
Advisory & Reference Groups	36.4% (8)	<b>90.9% (20)</b>	45.5% (10)	22
Animal Welfare	33.3% (1)	<b>66.7% (2)</b>	<b>66.7% (2)</b>	3
Bus driving & passenger assist	54.2% (13)	<b>91.7% (22)</b>	54.2% (13)	24
Cleaning	<b>50.0% (1)</b>	<b>50.0% (1)</b>	<b>50.0% (1)</b>	2
Cooking and kitchen duties	43.8% (7)	<b>100% (16)</b>	43.8% (7)	16
Community Arts projects	47.6% (10)	<b>71.4% (15)</b>	52.4% (11)	21
Community Centre Boards and Committees	50.0% (10)	<b>85.0% (17)</b>	50.0% (10)	20
Community Centre support, eg. meals, office support	35.3% (6)	<b>88.2% (15)</b>	47.1% (8)	17

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Community education	40.0% (2)	<b>100% (10)</b>	40.0% (4)	10
Customer service	35.7% (5)	<b>85.7% (12)</b>	50.0% (7)	14
Entertainment, eg. bingo, music	66.7% (6)	<b>88.9% (8)</b>	55.6% (5)	9
Fitness	50.0% (5)	<b>100% (10)</b>	40.0% (4)	10
Food bank	<b>100.0% (2)</b>	<b>100.0% (2)</b>	<b>100.0% (2)</b>	2
Fundraising	50.0% (5)	<b>100.0% (10)</b>	50.0% (5)	10
Gardening and handy work	59.1% (13)	<b>90.9% (20)</b>	50.0% (11)	22
General office support	45.0% (9)	<b>85.0% (17)</b>	45.0% (9)	20
Graffiti removal programs	56.3% (9)	<b>75.0% (12)</b>	37.5% (6)	16
Home visits	55.6% (10)	<b>94.4% (17)</b>	61.1% (11)	18
Home library visits	54.5% (12)	<b>95.5% (21)</b>	54.5% (12)	22
Information booths	16.7% (2)	<b>66.7% (8)</b>	41.7% (5)	12
Library shelving	33.3% (6)	<b>94.4% (17)</b>	33.3% (6)	18
Plant nursery work	50.0% (4)	<b>87.5% (7)</b>	50.0% (4)	8
Revegetation projects	62.5% (10)	<b>100.0% (16)</b>	62.5% (10)	16
Shopping & transport assistance	54.5% (12)	<b>90.9% (20)</b>	63.6% (14)	22
Special events	43.5% (10)	<b>82.6% (19)</b>	52.2% (12)	23
Youth programs	43.5% (10)	<b>82.6% (19)</b>	52.2% (12)	23
Youth Advisory Committee	33.3% (8)	<b>91.7% (22)</b>	41.7% (10)	24
Other	25.0% (2)	<b>100.0% (8)</b>	37.5% (3)	8

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**Comment:** *The data from this question needs to be read in conjunction with the qualitative data to identify useful information. The services highlighted in grey are referred to in the qualitative data. The methods of identifying the need for changes/improvements to these services is not specified in the responses, however, with all the services highlighted a need for change has been identified and action taken to implement the change. These data may indicate the value in measuring volunteer programs which needs further investigation.*

**Table 6 – Question 10 - If the number of volunteers participating in Council services have increased please insert the number of volunteers in the time spans provided?**

	<b>Response Percentage</b>	<b>Response Count</b>
Past year	<b>95.0%</b>	19
Past five years	75.0%	15
Past ten years	65.0%	13
Skipped the question		13

**Comment:** *The data shows a 95% increase in volunteer participation over the past year. The figures provided show a steady increase over the past ten years*

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**Table 7 – Question 11 - If the number of volunteers participating in Council services have decreased please insert the number of volunteers in the time spans provided?  
provided?**

	<b>Response Percentage</b>	<b>Response Count</b>
Past year	77.8%	7
Past five years	<b>88.9%</b>	8
Past ten years	44.4%	4
Skipped the question		24

**Comment:** *The majority of responding Councils showed an increase in volunteer participation which accounts for the high number skipping this question.*

**Table 8 – Question 12 - Has your organisation conducted any research into issues and trends in volunteer participation?**

	<b>Response Percentage</b>	<b>Response Count</b>
Yes	17.2%	5
No	<b>82.8%</b>	24
<b>Skipped the question</b>		4

**Comment:** *This data is significant in that it appears from the responses that minimal reflection on emerging trends and issues in voluntary participation in Council services has occurred. Requests for reports on outcomes of research resulted in one response.*

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**Table 9 – Question 16 - Please rate volunteer participation in the age groups in the table below from 1 to 7, i.e. 1 having the highest number of volunteers and 7 having the lowest number of volunteers**

Age	1	2	3	4	5	6	7	Response Count
Under 18	8.3% (1)	8.3% (1)	0.0% (0)	16.7% (2)	16.7% (2)	16.7% (2)	<b>33.3%</b> <b>(4)</b>	12
19-30	7.1% (1)	14.3% (2)	0.0% (0)	28.6% (4)	7.1% (1)	<b>35.7%</b> <b>(5)</b>	7.1% (1)	14
31-40	0.0% (0)	0.0% (0)	<b>41.7%</b> <b>(5)</b>	8.3% (1)	16.7% (2)	8.3% (1)	25.0% (3)	12
41-50	0.0% (0)	7.7% (1)	15.4% (2)	<b>46.2%</b> <b>(6)</b>	23.1% (3)	0.0% (0)	7.7% (1)	13
51-60	18.8% (3)	12.5% (2)	<b>43.8%</b> <b>(7)</b>	0.0% (0)	6.3% (1)	18.8% (3)	0.0% (0)	16
61-70	<b>56.3%</b> <b>(9)</b>	18.8% (3)	6.3% (1)	6.3% (1)	0.0% (0)	0.0% (0)	12.5% (2)	16
Over 70	14.3% (2)	<b>35.7%</b> <b>(5)</b>	0.0% (0)	7.1% (1)	28.6% (4)	0.0% (0)	14.3% (2)	14
<b>Skipped the question</b>								9

**Comment:** *The responses indicate levels of volunteering in local government is low among young people and increases with the age demographic, peaks as people retire and then falls off once people reach 70 years and above (see highlighted data). This is in contrast to data from the ABS Volunteer Workforce Survey 2006 which shows people aged 35–44 years were in the age group most likely to volunteer. This contrast warrants further investigation.*

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**Table 10 – Question 17 - Are you applying the “National Standards for Involving Volunteers” in you Council?**

	<b>Response Percentage</b>	<b>Response Count</b>
Yes	59.3%	16
No	40.7%	11
<b>Skipped the question</b>		6

**Comment:** *A high percentage of respondents indicated the National Standards are not being implemented. Reasons are provided in the qualitative data related to this response.*

**Table 11 – Question 18 – How do you market volunteering in your Council?**

	<b>Response Percentage</b>	<b>Response Count</b>
General marketing approach	67.9%	19
Targeted approach	42.9%	12
<b>Skipped the question</b>		5

**Comment:** *Given the trend towards a high level of “general” marketing, further consideration needs to be given to why this approach is used most often.*

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**Table 12 – Question 19 – If you ticked the targeted approach, which groups and tasks have you had the most and least success with?**

<b>Age groups</b>	<b>Most successful age group</b>	<b>Least successful age group</b>	<b>Response count</b>
Youth	30.0% (3)	<b>70.0% (7)</b>	10
30 plus	0.0% (0)	<b>100.0% (7)</b>	7
40-50	<b>100.0% (5)</b>	0.0% (0)	5
50-60	<b>100.0% (7)</b>	0.0% (0)	7
60-70	<b>100.0% (7)</b>	0.0% (0)	7
70 plus	<b>100.0% (2)</b>	0.0% (0)	2
<b>Local residents</b>	<b>100.0% (13)</b>	0.0% (0)	13
<b>Residents outside the local area</b>	<b>80.0% (4)</b>	20.0% (1)	5
<b>CALD</b>	<b>50.0% (3)</b>	<b>50.0% (3)</b>	6
Newly arrived immigrants	33.3% (1)	<b>66.7% (2)</b>	3
Refugees	0.0% (0)	<b>100.0% (3)</b>	3
International students	33.3% (1)	<b>66.7% (2)</b>	3
<b>Other groups</b>	25.0% (1)	<b>75.0% (3)</b>	4
<b>Traditional volunteer tasks</b>	<b>90.0% (9)</b>	10.0%(1)	10
<b>New and Emerging tasks</b>	<b>85.7% (6)</b>	14.3% (1)	7
<b>Skipped the question</b>			18

**Comment:** *For the 40% that undertook a targeted approach to marketing, the most success was achieved with the age demographic from 40-70 years and specifically local residents. Response rates in other areas were too low to draw any other conclusions. It also appears that traditional volunteer tasks remain highly supported and new and emerging task attract attention.*

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**Table 13 – Question 20 – Which of the following media have you used to market volunteering and which have been the most and least successful**

<b>Medium</b>	<b>Most successful age group</b>	<b>Least successful age group</b>	<b>Response count</b>
Word of Mouth	<b>100.0% (19)</b>	0.0% (0)	19
Local Newsletter	<b>88.9% (16)</b>	11.1% (2)	18
Newsletter	<b>71.4% (10)</b>	28.6% (4)	14
Community Notice Board	<b>66.7% (6)</b>	33.3% (3)	9
Website	<b>85.7% (12)</b>	14.3% (2)	14
Information Sessions	<b>62.5% (5)</b>	37.5% (3)	8
Open Days	0.0% (0)	<b>100.0% (2)</b>	2
Other	<b>100.0% (1)</b>	0.0% (0)	1
<b>Skipped the question</b>			12

**Comment:** *The most widely used and successful media appear to be word of mouth, local newsletters and websites (consistent with National Survey conducted by Volunteer SA & NT Inc), followed by community notice boards. It appears that information sessions and open days are not as successful as the other sources.*

**Table 14 – Question 21 – Do you provide support listed in the table below for volunteers?**

<b>Support</b>	<b>Support</b>
Training	Role Descriptions
Recognition program	Retention program
Funding	Free Police Checks

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Office facilities & equipment	Performance management
Flexible programs	Reimbursements
Mentoring	Networking
Transport	Dispute Resolution
Satisfaction survey	Wellbeing monitor
Corporate Volunteer Program	Other

**Comment:** *Respondents were unable to tick more than one of the support items listed for this question using the Survey Monkey tool. The numerical data for this question has not been included in this report because it is inaccurate. However, respondents provided qualitative data which indicated the majority of respondents provided most of the supports listed (taken from the survey) in the table. The item highlighted in the table was listed only twice among the 33 respondents.*

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## Qualitative Data Themes

A considerable amount of general information was provided by the respondents. Each piece of information is valuable in its own right. However, the goal of the survey was to identify emerging issues and trends and while current practices are acknowledged, the focus throughout the qualitative data needs to be on information that identifies emerging issues and trends. Throughout the various questions asked of the respondents a number of common themes emerged which fell under the following categories:

### Flexibility

- A large number of respondents consistently reflected the need for flexibility in the working arrangements for volunteers. This flexibility was linked to the ageing profile of the baby boomers and linked to strategies to attract young people into volunteering.

### Reciprocal arrangements

- From the qualitative responses there emerged a view that volunteers should expect reciprocal arrangements from their involvement in Council.
- This reciprocity shows up as expecting stimulating work in exchange for volunteering time, skills development for potential work opportunities, and specific short term projects that suit the volunteer and the employer
- Opportunities for development of partnerships with for example TAFE, eg. Certificates in Active Volunteering, SACE Credits might to be explored.

### Recognition of ageing workforce

- There was strong recognition in the qualitative data that the volunteer workforce was ageing (which reflects national workforce data) and that new ways need to be sought to attract volunteers from different age groups.

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- Baby Boomers were mentioned throughout the survey as being a potential volunteer workforce if conditions are arranged to suit their expectations.

### **Stimulating work**

- Stimulating work was identified consistently throughout the responses and appears strongly in the qualitative data as an important aspect of maintaining volunteers within Councils.

### **Short term projects**

- Short terms projects, as a way of keeping volunteer interest, was mentioned consistently throughout the responses. It was suggested that short term projects with a variety of work options might be more appealing than long term voluntary roles in a single project.

### **Funding and resourcing and managing volunteering**

- Funding for training, management of volunteers, cost of Police checks, out of pocket expenses, seen as key issues.
- Volunteering SA and NT Inc, Southern and Northern Volunteering Inc. were mentioned consistently as external volunteer recruitment sources.
- The responses indicate diverse levels of volunteer participation in Councils, diverse approaches to engaging volunteers and some diversity in the definition of volunteers, which raises questions about funding and paid work versus unpaid work.
- Challenges with the application of the National Standards were attributed to available resources and the capacity to fund the implementation of the Standards issues.

### **Community Engagement**

- Providing opportunities to identify community needs that require volunteer support to encourage interest in volunteering

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- Surveying volunteers to identify their needs, levels of satisfaction and supports required
- Internal engagement within organisations to explore a whole of organisation approach to volunteerism

### **CONCLUSIONS**

This survey was commissioned to gather a snap shot of the issues and trends of volunteering in local government to assist the LGCMG develop a strategic management framework for volunteer engagement in local government for use over the next ten years.

The data collected via electronic survey and the face to face session with the Volunteer Coordinators Forum raised a number of key issues and identified trends that warrant consideration when developing a volunteer strategic framework.

These are:

- Motivation behind why people volunteer
- Definition or redefinition of volunteering.
- Occupational skill development as a result of volunteering.
- Identifying successful marketing approaches to attracting volunteers.
- An ageing and diminishing workforce and the need to identify ways to engage other age groups in volunteering.
- The changing profile of potential volunteers and the need to integrate substantive rewards into the mix.
- Costs associated with volunteering from an organisational and individual perspective

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The following conclusions can be drawn from the data collected to date:

1. A majority of surveyed Councils include volunteers in their overall operations.
2. A majority employ a Volunteer Coordinator at various strategic and operational levels.
3. There appears to be consistency in the ongoing inclusion of volunteers in various roles based on past experience and this is expected to continue into the future.
4. Very little research has been conducted around volunteer issues and trends in their participation.
5. The age profile of people who volunteer in local government is in the older range in contrast to other organizations who include volunteers, as indicated by ABS.
6. The National Standards for Involving Volunteers is used in over half of the responding councils.
7. A targeted approach of marketing to volunteers is used by less than half of the responding councils.
8. Technology (web) and printed media are reported to be the most successful when targeting volunteering.
9. A large number of respondents reported the need for flexibility in the working arrangements for volunteers.
10. The quality and variety of work is highly valued by volunteers.
11. The resourcing of volunteers and their administration was often cited as a barrier to successful volunteer programmes.

The general response to this survey indicates an interest in the future of volunteering in local government in South Australia.

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### Appendix A

#### VOLUNTEER SURVEY REPORT 2008 - QUALITATIVE DATA

<b>Council Name</b>	<b>Contact Person</b>	<b>email address</b>
1 City of Norwood Payneham St Peters	Corey Martin	<a href="mailto:cmartin@npsp.sa.gov.au">cmartin@npsp.sa.gov.au</a>
2 City of Mitcham	Lorraine Buckham	<a href="mailto:lbuckham@mitchamcouncil.sa.gov.au">lbuckham@mitchamcouncil.sa.gov.au</a>
3 City of Onkaparinga	Joanne Maiden	<a href="mailto:joamai@onkaparinga.sa.gov.au">joamai@onkaparinga.sa.gov.au</a>
4 City of Burnside	Kathy Parini	<a href="mailto:kparini@burnside.sa.gov.au">kparini@burnside.sa.gov.au</a>
5 District Council of Barmera	Andrew Haigh	<a href="mailto:cdo@berribarmera.sa.gov.au">cdo@berribarmera.sa.gov.au</a>
6 Northern Areas Council	Stacey Goodes	<a href="mailto:stacey.goodes@nacouncil.sa.gov.au">stacey.goodes@nacouncil.sa.gov.au</a>
7 District Council of Karoonda East	Murray Peter Smithson	<a href="mailto:peter.s@dckem.sa.gov.au">peter.s@dckem.sa.gov.au</a>
8 City of Playford	Sandar Reid	<a href="mailto:sreid@playford.gov.au">sreid@playford.gov.au</a>
9 City of Port Lincoln	Catherine Wehr	<a href="mailto:seniorcorporate@plcc.sa.gov.au">seniorcorporate@plcc.sa.gov.au</a>
10 District Council of Barunga West	Nigel Hand	<a href="mailto:barunga@barungawest.sa.gov.au">barunga@barungawest.sa.gov.au</a>
11 Port Pirie Regional Council	Alan Hubert	<a href="mailto:ahubert@pirie.sa.gov.au">ahubert@pirie.sa.gov.au</a>
12 District Council of Streaky Bay	Francois	<a href="mailto:fdhotman@streakybay.sa.gov.au">fdhotman@streakybay.sa.gov.au</a>
13 City of Salisbury	Michelle Hodshon	<a href="mailto:mhodshon@salisbury.sa.gov.au">mhodshon@salisbury.sa.gov.au</a>
14 City of Unley	Karen Jenkinson	<a href="mailto:kjenkinson@unley.sa.gov.au">kjenkinson@unley.sa.gov.au</a>
15 City of Holdfast Bay	Devon Mellows	<a href="mailto:dmellows@holdfast.sa.gov.au">dmellows@holdfast.sa.gov.au</a>
16 City of Holdfast Bay	Torrey Wilson	<a href="mailto:twilson@holdfast.sa.gov.au">twilson@holdfast.sa.gov.au</a>
17 Alexandrina Council	Bill Oliver	<a href="mailto:bill.oliver@alexandrina.sa.gov.au">bill.oliver@alexandrina.sa.gov.au</a>
18 City of Tea Tree Gully	Matthew Taylor	<a href="mailto:taylm@cttg.sa.gov.au">taylm@cttg.sa.gov.au</a>
19 City of Port Adelaide Enfield	Jo Cushnie	<a href="mailto:jo.cushnie@portenf.sa.gov.au">jo.cushnie@portenf.sa.gov.au</a>
20 City of Holdfast Bay	Liz Razzano	<a href="mailto:lrazzano@holdfast.sa.gov.au">lrazzano@holdfast.sa.gov.au</a>
21 District Council of Yorke Peninsula	Darya White	<a href="mailto:darya.white@yorke.sa.gov.au">darya.white@yorke.sa.gov.au</a>
22 City of Marion	Sarah Addis	<a href="mailto:sarah.addis@marion.sa.gov.au">sarah.addis@marion.sa.gov.au</a>
23 District Council of Mt Barker	Terina Edwards	<a href="mailto:tedwards@dcmtbarker.sa.gov.au">tedwards@dcmtbarker.sa.gov.au</a>
24 City of Playford	Sandra Waite	<a href="mailto:swaite@playford.sa.gov.au">swaite@playford.sa.gov.au</a>
25 Town of Gawler	Sheila Willox	<a href="mailto:sheila.willox@gawler.sa.gov.au">sheila.willox@gawler.sa.gov.au</a>
26 The Barossa Council	Elly Milne	<a href="mailto:emilne@barossa.sa.gov.au">emilne@barossa.sa.gov.au</a>
27 Kangaroo Island Council	Cathie Tydeman	<a href="mailto:cathie.tydeman@kicouncil.sa.gov.au">cathie.tydeman@kicouncil.sa.gov.au</a>
28 City of Charles Sturt	Lis Brittan	<a href="mailto:lbrittan@charlessturt.sa.gov.au">lbrittan@charlessturt.sa.gov.au</a>
29 City of Holdfast Bay	Rob Donaldson	<a href="mailto:rdonaldson@holdfast.sa.gov.au">rdonaldson@holdfast.sa.gov.au</a>

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### **Q2 Do you include volunteers in the delivery of your Council Services?**

*If no, are there specific reasons why volunteer services are not included?*

- 10 Council has in past years removed all Progress Associations & other Sec 41 Committee off its books, and do not have any volunteers.

Summary: Further investigation required

### **Q5 If you do not employ a Volunteer Manager and/or Coordinator, how do you manage Volunteer participation?**

- 5 Each department manager is responsible for the volunteers working in their programs

- 6 Volunteers participate through section 41 committees of Council. The relevant personnel within the section 41 committee (mainly the secretary) deals with Council's Manager of Governance and Risk to maintain volunteer registers and ensure the safety of volunteers

- 7 Works Manager supervises on an ad hoc basis

- 11 Volunteers are coordinated via the Manager/Coordinator of the Department using volunteers.

- 12 Different staff schedule the different volunteer programs as part of their daily routine.

- 24 VDO oversees the strategic management of the volunteer infrastructure, support of Volunteer Coordinators, recognition event, policy management - coupled with the management of the major grants program. Volunteer Coordinators, Project Officers, and other staff manage the day to day operation of volunteer participation according to budget and funding specifications (this comment belongs with responses to question 3)

- 27 Coordinators of the different programs auspice by council coordinate their own Volunteers. Council are reviewing the position of a Volunteer coordinator to manage all volunteers who participate in programs and committees on behalf of council.

- 28 Each manager/staff member who runs programmes involving volunteers to manage their participation.

Summary: Costing the resources to manage volunteers in these settings would take time however it may assist in identifying cost savings and improved efficiencies in volunteer services

### **Q7 Please provide details of any external volunteer recruitment sources used by your Council**

- 1 Volunteering SA website

- 3 Our individual Council volunteer programs are members of Southern Volunteering. Southern Volunteering matches prospective volunteers with the programs in the southern area. Council is one of many organisations seeking volunteers, however we have a high referral rate from Southern Volunteering.

- 4 Messenger Newspapers, Volunteering SA website.

- 5 Riverland Volunteers Pathway Program

- 6 Council does not directly recruit volunteers to assist with Council business. Volunteers are recruited from within the section 41 committees.

- 7 N/A

- 8 Northern volunteering

- 9 NOT APPLICABLE

- 12 N/A

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- 13 seek.com Volunteering SA and NT Inc Northern Volunteering Inc
- 14 The Messenger Newspaper Volunteering SA
- 15 VolunteeringSA Print and electronic media Mail outs public speaking at community groups, church groups, service clubs, schools and tertiary institutions.
- 18 Northern Volunteering, Volunteering SA
- 21 Word of mouth. Information on council web site and council brochures. Advertising in regional paper, local newsletters, local radio. Talks to groups within the peninsula
- 23 Adelaide Hills Council Volunteer Resource Center at The Hut at Aldgate; Volunteering SA Website Volunteer Vacancies Section; Articles in local newsletters of townships;
- 24 Depending on the requirements of the program, project or service Coordinators/ Staff utilise a VRC - Northern Volunteering and VSA/NT along with developing networks with other agencies and stakeholders to promote volunteer vacancies
- 25 Volunteering SA Northern Volunteering Local Job Networks Centrelink Families SA Local Hospital
- 26 United Care Wesley Employment Directions Volunteer SA Northern Volunteers
- 27 Northern Volunteering.

Summary: High use of external sources to recruit volunteers. In contrast to Question 6 responses which indicates the management of recruitment and selection is done internally, ie. internal process 90%, external source 40%, which may indicate a combination of internal and external sources to manage recruitment and selection. This may indicate opportunities for discussion on the improvement of cost and resource efficiencies.

### **Q 8 Please provide any other details that might contribute to our research on identifying issues and trends on volunteer recruitment and selection**

- 3 Need adequate resourcing of volunteer programs to ensure we can respond to new trends etc. At a program level, the majority of our Volunteer Co-coordinators have the volunteer support role tacked on to an existing position, Volunteer management is not always their core skill, they may actually be in charge of 50 volunteers, however may be at a MOA 3 level. Low recognition of the complexity of volunteer management. Council would not allow a MOA3 to manage 50 staff!
- 4 Trends - desire for flexibility, increasing mobile volunteers - traveling more. Funding - not enough funding in budget for training, including mandatory training such as OHS, manual handling etc. Considerations on linking volunteers with staff training.
- 5 Numbers are low Most of our volunteers are very senior
- 6 A barrier to volunteer recruitment at the Northern Areas Council is that there is not the resources available to employ a volunteer coordinator to recruit and support volunteers in this organisation. Section 41 committees of Council act in an advisory role
- 7 Council does not specifically recruit. Our volunteers do just that - volunteer.
- 8 training is becoming more a requirement of volunteering. we need to be creative on how we deliver our mandatory training to our volunteers, the pace and structure of the training.
- 12 Streaky Bay has no real place for volunteer groups to meet and therefore funding was sought some time back to rectify the problem.
- 13 Challenges: - to recruit people from CALD and aboriginal backgrounds. - to retain youth in volunteer roles. - need opportunities for intergenerational volunteering - Our roles are predominantly on-going, would like to generate roles that provide flexibility

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- 14 Innovations: (a) Sandwich boards showing 'volunteers needed' outside community centres (b) supermarket mall display board (tried once) (c) regular item titled 'volunteer vacancies' in Council column in Messenger newspaper (d) have asked University to pass
- 15 Costs of advertising Targeting right volunteer for the right job.
- 21 trend seems to be that people do not have enough time to volunteer. I have been targeting retired people
- 22 Requests for Corporate Volunteering and Requests for a block of 16 hours per week can be difficult to fill.
- 23 Emerging trend of not being able to afford the cost of volunteering as volunteers age and their incomes diminish or become limited for various reasons; Training commitments, volunteers complain there is too much training now and they refuse to attend;
- 24 In some areas there is a high turnover of volunteer participation - the challenge is to maintain the interest of volunteers engaged in service delivery who come from all skill levels and walks of life with different expectations on how they want their gift of time utilised -also the challenges are faced with funding for out of pocket expenses eg: reimbursement for mileage/ petrol. In the youth areas we have challenges of sustainable volunteer participation due to their commitments outside of volunteering - we are also finding in some areas some young people are presenting mental health issues which need to be managed. The most significant areas of volunteer attrition is the graffiti project where volunteers choose to work in a team to remove graffiti in the council or on their own in their own area. Another significant area is the community engagement projects - Imagine Peachey the Reference Groups have significant interest for local people to make change in their local area also the information trailer has been a high area of volunteer participation - with funding not a high issue as it is a project that has sought external funding. Budget restraints are always an issue as the demand for increasing volunteer numbers there is also the added issue of providing significant & quality training, reimbursements, recognition and rewards etc. The trend of the future will be to find short term and interesting activities/work to meet the skills of baby boomers, tertiary students, school students, people with disabilities and to manage not only the service/ project work but manage the work load of the people who are engaged as volunteers - upskilling for staff will need to be a high priority in the future.
- 27 Funding for the mandatory training of volunteers The cost of mandatory Police checks for those volunteers working with vulnerable persons is a huge issue for Local Government a clear cost of cost shifting for one department to another.
- 28 Our pockets of volunteers seem to have very specific natures. e.g. Friends of the Library are older volunteers while the Youth Advisory Committee are young, volunteers who are working towards employment are often in the middle age range. Policy direction from LGA would be useful however we have been able to learn from other councils in terms of our management processes. Generally volunteers (except in the older age groups) seem to want to commit on a "known" basis i.e. over a few weeks or months, not a lifetime commitment. From our own perspective there seems to be little understanding or recognition of volunteers as part of our human resource.

Summary: Key themes out of this response include; flexibility for volunteering, need for adequate funding and resourcing, the right kind of training and the right approach to training, short term volunteering, volunteer activities to match changing expectations of volunteers, challenges for youth volunteers, CALD and aboriginal people, need to recognise volunteers as valuable human resource. Need to up-skill Volunteer Coordinators

**Q 9 If there have been any changes in the service provided by volunteers, please provide specific information in this section. Example: Were the changes Council initiated or in response to demand or lack of demand for service or volunteer availability**

- 2 We also have Local History Research Programs for volunteers and use young volunteers in our Youth BMX and Mountain Bike Trail Programs.

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- 3 Our Volunteer Development Working Group has identified that we do not have programs that are appealing to volunteers under 25. A future initiative is to create more youth friendly volunteering opportunities. Our Library has recently appointed a Youth Librarian which the Volunteer Development Officer is working with to develop some innovative volunteer roles in the Library. Although we have the OYC, Onkaparinga Youth Council, the young representatives have recently been classed by Community Development Team Leaders as 'participants', not volunteers. The reason given is that it involved significant community development processes and adopting the new volunteer management system was perceived to be too cumbersome.
- 6 Section 41 committees of Council manage on behalf of Council public facilities, including swimming pools and other sporting facilities. Section 41 committees are required to report to Council regularly.
- 9 There are currently people who sit on the various committees of which Council, in some circumstances pay money to those committees and members of our staff also sit on the committees. However the committees are run by different organisations and we currently do not consider committee members to be volunteers of Council, but rather Volunteers of those organisations that run the committees.
- 14 Our volunteer programs always reflect a community need. i.e. LifeLinks project was in response to residents in local SRF's needing to get out and about in the community more. Social Shopping was developed in response to community care recipients looking for more than just shopping so the social aspect was developed. We are currently experiencing a shortage of community bus drivers and as a result have decided to scale down the For Hire service so the Fixed Route and Shopping is not affected.
- 15 LifeLinks is a volunteer program providing support to people living in Supported Residential Facilities in the southern region of councils, i.e. Unley, Mitcham, Marion and Holdfast Bay. (Onkaparinga does not have any SRFs). The volunteers have developed programs such as arts and crafts, a community choir, a garden project and garden club, a walking group and computing lessons. The volunteers also assist with linking people into mainstream community activities and link with training to return to the workforce.
- 16 Change of Program 'ownership' by group external to Council but operating in Council building; change of Council staff with different job priorities
- 21 Not able to answer this question, as I only work with volunteers in Community Transport
- 24 Information Trailer & Reference Groups were initiated by the local community who approached Council on improving the local area also linked into urban renewal projects that were rolled out. Special projects were initiated by the young people using the local skate park which in turn were engaged as a reference group who then created skating events. Northern Sound System is a project initiated by Council for local community to use as venue for local bands and for events. Young People are harnessed as volunteers to assist with admin, events, sound mixing etc.
- 25 Council has had a sound volunteer program for the last 6 years. Due to community demand and Government grants we have been able to establish a Gawler Volunteer Resource Centre which operates from the same centre, this has been operation for two years. Now we are able to help and identify the needs of the wider Volunteer Community eg. Volunteer organisation and volunteers as well as run a sound Council volunteer program.
- 26 Home Assist volunteer services was in the past very strong but due to a combined council hospital project this program has had a major focus to the hospital.

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- 28 The Youth Advisory Committee was previously not recognised formally as a volunteer group of Council, this was changed by the current CDO in the interests of recognition of their involvement and legal responsibility. As we develop some services opportunities open for volunteers. Traditionally the library has been the highest user of volunteer services.

*Summary: The definition of volunteers in local government was brought into question in the responses. The responses demonstrate active review of volunteer participation in Council services. Evidence of the benefits of engaging the community in the development of volunteer services and programs.*

### **Q12 Has your organisation conducted any research into issues and trends in volunteer participation?**

*If yes, please provide a brief description in the space provided and email research outcomes and/or reports to the address provided in the footer*

- 2 Survey in 2002 Volunteer Profile Personal Profile Relationship with Council Future Direction We are planning another survey in 2008
- 13 Research into Baby Boomers and volunteering (2007)
- 16 Research done in preparing Volunteer New Directions Plan
- 20 Not sure. I have passed this survey on to our Volunteer Coordinator and Managers who will be able to provide you with more accurate information.
- 25 When the original idea of setting up a Volunteer Resource Centre in Gawler came up a survey was conducted to establish what services the volunteer sector would be needing, from this survey the centre was establish to reflect the needs of the community.

*Summary: From the responses there has been minimal research done into issues and trends and this is also reflected in the numerical data.*

### **Q13 What issues have you identified as influencing volunteer participation in the next 5 to 10 years?**

- 1 Needs of volunteers to have more fulfilling types of volunteering
- 2 Time availability of Baby Boomers, Meaningful volunteer work, Professional Management, Utilising Volunteer Skills, Flexible Programs, Want to be kept busy
- 3 Centre Link requirements for Work for the Dole, Mutual Obligation etc tend to blur the definition of volunteering. For example with mothers being expected to return to the workforce earlier, there are opportunities to develop volunteering programs that support them in gaining self confidence etc. However the expectation of Centrelink for these women to undertake some form of job preparation skills takes away the essence of volunteering. For youth, I feel there is a gap in providing volunteer programs that assist in developing skills for future work. However at present we class this type of placement as work experience, which is limiting. For our Council, currently I don't feel that we have volunteer positions that would entice a volunteer who is looking for something of a more strategic nature. There are many people who have retired who may be interested in volunteering, but the notion of helping in an over 50's centre or shelving on the Library is not stimulating. The challenge is how to develop innovative programs that utilise the skills of these people, without seeming to take over paid roles.
- 4 Increasing demands on volunteers - expectations on the type of roles that they undertake. Some roles could be undertaken by paid staff.
- 5 Likely to lose a number of long term volunteers due to age - haven't implemented a succession plan Regional Economic Hardship
- 6 The paperwork and training that volunteers are required to fill in is already inhibitory. Having to undergo Police Checks, OH&S training, etc often will put volunteers off. In a small Council where there are not any resources to employ a volunteer coordinator secretaries of the section 41 committees are required to organise a lot of the paperwork, these people find this role stressful and are reluctant to undertake

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the position two consecutive years.

- 7 Have an ageing population. Our volunteers are in this older bracket
- 8 less structured opportunities need to be developed
- 9 As a lot of volunteers are currently in the higher age bracket, getting volunteers to replace them once they retire will be a challenge due to the differing interests and expectations of differing generations.
- 11 Baby boomers taking early retirement and wanting an activity to keep them active in the community
- 12 A place to meet. Equipment being made available. General office stationery being made available.
- 13 need flexible roles one off roles, roles of substance - especially for baby boomers or people coming with substantial skills - we need to overcome the barriers within our council to enable these skilled volunteers to undertake duties and have the same level of access as other staff particularly with our IT system recruiting young people to volunteer - need access to their communication tools ie Youtube people are likely to be time poor - they will work, study, mind grandchildren etc
- 14 (a) I believe there will be a trend towards volunteers being highly qualified with a broad range of professional experiences (b) I think volunteers in the future will want meaningful work that will utilise their skills and knowledge however there will be some issues around ensuring that they don't take on the roles of paid workers. (c) We might also see volunteers who are more highly skilled than some of the paid staff that they will be working with.
- 15 Baby boomers will be reaching retirement and will hopefully be a source for recruitment and participation in the next 5-10 years.
- 16 shorter term volunteers and special projects volunteering with volunteer application of specific skills
- 18 Baby Boomers Centrelink - mutual obligation Risk Management Cost of Volunteer Program
- 19 Later retirement. Highly skilled retirees looking for skilled volunteer positions. Extended family commitments. More affluent retirees, therefore more traveling etc. and less time to volunteer.
- 20 More and more difficult to find people who are willing and able to give up their time as a volunteer.
- 21 Time, money and distance. The Yorke Peninsula is a long area, where distance can be a problem
- 23 Ageing, flexible opportunities, variety of roles, not be to demanding about training requirements, look for volunteers to work in areas where they already have skills; encouraging youth and other to volunteer in a variety of roles and for varying lengths of time to keep their interests
- 24 as above in response 8. Higher level of skills flooding into the volunteer sector, shorter time commitment, responsibilities & expectations of school, tertiary, friend, family, increased mental health in society, higher demand for volunteer places for people with disabilities, funding, increased workloads of staff and funding expectations.
- 25 Costs of running a professional volunteer program now and in the future is costly due to a number of factors, eg risk management, police clearances, training, equipment, recognition functions. Volunteers now and in the future have a much higher expectation and we need to meet these needs. Transport petrol costs just to name a few.
- 26 Centrelink Volunteers Refugees, migrants indigenous Baby Boomers retiring

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27 Cost of Police check. to Local Government level of training expected under the national standards and accountability.

28 We have identified ageing as an issue in one group of volunteers.

Summary: Flexibility, fulfilling & stimulating work, professional management, more women returning to the workforce, blurring of the lines between volunteering and mutual obligation, higher expectations about the work that volunteers can take on and the implications for paid work, limited succession planning, pressures of volunteer coordination, for example with volumes of paperwork and increasing structure in coordination, ageing population, availability of resources, move to short term and special project volunteering, increasing mental health issues in society, changing funding demands for changing volunteer expectations, different levels of training to meet National Standards and accountability,

### Q14 What trends have you identified as influencing volunteer participation in the next 5 to 10 years?

- 2 Short term volunteering to fit in with traveling etc Family volunteering Assertive volunteers want to use their skills and experience Want to enjoy their volunteer work
- 3 Professionalisation of volunteering is still perceived by some sections of community as taking away the heart of volunteerism. Forms, procedures etc which are undertaken due to our duty of care to volunteers are still seen to be a nuisance. Retirees are often assisting with grandparent duties, which takes away from free time to volunteer.
- 7 Links with the above comment.
- 8 mobile baby boomers moving around the country, looking for opportunities to do short term projects such as Landcare.
- 12 I believe what could assist volunteer participation is that the population could have a greater number of "Grey Nomads" coming through the town that are willing volunteer their services. Another issue is that there could be a greater number of an ageing population that do not want to work full time but rather on a volunteer basis on a "Give back to the Town" basis as compared to the youth who may not have the same feeling.
- 13 see question 13 - I put it all in there
- 14 (a) The number of international students coming to Australia to study. We are seeing a rising number of students wanting to get involved in the community to get a better understanding of the Australian culture (b) baby boomers will slowly and steadily be wanting to volunteer in the coming years
- 15 as above
- 20 It is sometimes difficult to find a balance that gives a win/win to both the volunteer and the organisation or service.
- 21 Our population is getting older in the Peninsula with a lot of retirements to the sea side towns, within the next 5 10 years my volunteers will be too old to drive and there is not enough of the next age group to take over
- 23 Baby boomers travel more and are involved in more community groups, less time for volunteering; Grandparents becoming carers no time to volunteer; cost of volunteering is increasing and people may be more reluctant to absorb those costs and expect better reimbursements;
- 24 as above in response 8. Opportunities to engage in Council programs & projects/ services: Baby Boomers, youth, family volunteering, e-volunteering, tertiary studies working in placements or paying off HECS debt, more creative positions for those who would like to utilise volunteering as a pathway to employment and to further their studies - changes in the generation y & Z expectations, transient volunteering opportunities

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- 25 Volunteers appear to have a wide variety of reasons for volunteering eg. Centrelink Clients, rehabilitation volunteers, Youth and people wanting to change their careers path use volunteering as an experience avenue. People see volunteering not only as helping their community but as an essential part of well being. In general people seem to have a more personal reason for volunteering.
- 26 Episodic volunteering youth volunteering higher skilled based volunteering people are using volunteering as a experience pathway to volunteering OWHS
- 27 Volunteers want to be more involved in meaningful tasks. Some volunteers will want to be up skilled to complete different role to what they were employed for.
- 28 Greater motivation to volunteer through government programmes such as work for dole. Greater need by volunteers to be supported in terms of policy, OHS and accountability by our organisation. Expectation of professional treatment of their skills and expertise.  
**Summary: Short term/episodic volunteering, family volunteering, volunteers wanting to use their skills and expecting professional management of their volunteer inputs, resistance to professionalising volunteering, international students and families volunteering to gain better understanding of Australian culture, ageing population with nobody to replace current volunteers in country areas, grandparents as carers do not have time for volunteering, costs to volunteers increasing, change in volunteer profile, eg. mutual obligation, paying off HECS debt.**

### **Q15 What steps might you take to address these issues and respond to the trends?**

- 2 Volunteer projects with start and end date Projects where parents and grandparents can be involved with children eg environmental Projects where skilled and experienced volunteers can manage themselves and the work they do
- 3 Waiting for your report! Also keeping up to date with research and new volunteering initiatives and approaches.
- 7 Difficult when you have a small population.
- 8 programs developed that have long and short term participation.
- 9 Change activity focus where able to in some areas such as increasing a focus on native rehabilitation within the city limits etc.
- 12 We have requested funding to assist in the issues and will be formulating a plan to address the trends.
- 13 lots of steps... obviously identify/create one off roles, flexible roles, roles of substance, work with council to educate staff/breakdown barriers, educate the community about the benefits of volunteering
- 14 (a) keep up to date with cultural diverse issues (b) Ensure that we continue to develop best practice models (c) Maybe develop some standards that are consistent within local government but at the same time allow individual Councils to reflect their own culture and identity around volunteer issues (d) Ensure that appropriate policies and procedures are developed, reviewed and practiced. (e) Ensure that OHSW standards are of a high level
- 15 Target recruitment towards baby boomer group.
- 19 More skilled volunteer positions. More flexibility.
- 20 More public education about the benefits of volunteering. Advertise the positives of volunteering.
- 23 Create flexible opportunities that fit in with baby boomer's lifestyle; look to different sections of the community for recruitment rather than focusing on traditional areas; seek more funding to allow for reimbursements or have policies that reflect that reimbursements are not given.

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- 24 We are planning a survey to our volunteers of Council based on organisational culture, workforce planning, satisfaction of volunteer duties, training & development, recognition expectations & rewards, Developing short term positions for episodic volunteering Development & accreditation of skills for staff who engage volunteers in the national standard for volunteer management, HR and people management,
- 25 The steps we are taking and to respond to these issues are: to be flexible, to treat every volunteer as an individual, each one has special needs or reasons for volunteering, if you know the real reason they volunteer you can best please and place them for the good of all. Volunteers needs to be supported and managed well. Be prepared for the volunteers with high ideal and expectations.
- 26 Be flexible Be prepared Budget to suit programs relevant to OWHS Treat volunteers as individuals according to task and skill level Be opportunistic
- 27 Establish a Volunteer information office and employ a volunteer coordinator within Council to improve recruitment and induction of same.
- 28 Applied for grant to promote group that is ageing i.e. to increase membership. Staff support has had to be increased to support the group. No other action

Summary: Short term projects, self management by skilled and experienced volunteers, project designed to facilitate participation such as families working on volunteer projects together, requesting more funding, flexible roles, breakdown barriers between paid and unpaid staff (interestingly this was not identified as an issue), educate community on benefits of volunteering, review standards to reflect culture of Council, appeal to baby boomers, survey volunteers, develop and accreditation of skills for staff who engage with volunteers, engage with volunteers at an individual level.

**Q16** Please advise if you have any data that indicates trends in the age range of volunteer participation and how this might influence your approach to volunteer participation. Please forward it to [executive@lghmasa.org.au](mailto:executive@lghmasa.org.au)

- 3 Basically we have lowest rate of volunteering in all age groups under 40. Highest in 50+
- 6 Council does not directly recruit volunteers, we know how many section 41 committees Council has, however the volunteer numbers within those committees fluctuates regularly, also some members of those committees don't attend regular meetings but are available to assist in organising and setting up for events. Numbers of volunteers is therefore very hard to estimate.
- 14 I will see if my data base can give me a report reflecting this. If so, I will email it.
- 20 Others will hopefully be able to respond to this question more accurately from the City of Holdfast Bay.

Summary: Lowest volunteering in age groups under 40 and highest in 50+, very little information in response to this question.

**Q 17** Are you applying the “National Standards for involving volunteers” in your Council?

*If you indicated yes, please list any significant changes to volunteer services as a result of using the standards: (eg. breaking down barriers, volunteer role clarity). If you indicated no, we are interested in any comments you may want to make: eg. Your awareness or otherwise of National Standards. Do you have a volunteer strategy? Do you use standards to develop your volunteer services? What are the challenges and/or barriers you face? What are your resource needs?*

- 2 Audit December 2006 Key gaps identified - recommendations made in report Sept 2007

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- 3 Prior to implementing the Standards via our Volunteer Management System in 2006, Council volunteer programs were operating at the individual program level. With the system came the need for a permanent Volunteer Development Officer, and subsequently a focus on greater consistency across all volunteer programs. Our recent evaluation of our Volunteer Management system 2006, has shown that volunteer co-coordinators have a higher workload as a result of implementing National Standards via our system. As Council has committed to the Standards, there has been budgetary implications which were not foreseen. This is both at the corporate level, and at the program level. An example would be that police clearances had not been factored in to program budgets in 2007. For one program this proved to be \$1200 that they were not planning for. Additionally, Child Safe Environments Training had only been considered for a few volunteers. In 2008 we expanded requirements for volunteer roles ( and staff!!) which necessitated a separate budget bid to cover the significant costs of training for a higher proportion of paid and unpaid staff. Our Human Resources Department has not budgeted to include volunteers in many of its corporate level training ( OHS&W, Equity and Diversity). The National Standards have been a catalyst to improving our volunteer management processes, however there were unexpected outcomes.
- 6 I am not sure. I am the Manager of Community Development answering this questionnaire upon the request of a community member. The Manager of Governance and Risk (who deals with volunteers is currently away). I am sure that this Council aims to comply with the highest standards when dealing with volunteers in a professional way to ensure both the safety of the volunteers and the security of the Council. However as I am sure you can understand that as a small Council we do not have many resources to support volunteers.
- 9 We use the standards as per the LGAMLS for our Volunteer Programmes. Any other relevant information would be much welcome.
- 14 I have been in volunteer management for 15 years so the implementation of the standards has been a progressive task rather than something that has shown any significant change.
- 15 The LifeLinks program has engaged some of its own target group as volunteers, breaking down the barriers associated with mental illness and living in a Supported Residential Facility.
- 19 Job descriptions. Volunteer Orientation and a Volunteer Manual mean volunteers have more specific information regarding their role and expectations.
- 21 This I was not aware of.
- 22 Many of the practices in the 'standards' have been in place for many years. Job descriptions, safe work procedures, reimbursements, recognition, grievance procedure developed, recruitment process in place. However the development of a volunteer strategy more robust framework and proper program evaluation need to be carried out.
- 24 Recruitment, Selection & Orientation - interviewing, screening, position descriptions for all positions, Inductions Session for all new volunteers, Induction Checklists Training& Development - mandatory training for all volunteers, OHS& W Manual Handling, Food Safety, Child Safe Environment, Driver Safety Awareness In the process of developing a volunteer strategy Yes we use the standards for streamlining our recruitment processes, align policies with processes and service delivery - documentation of records etc
- 25 Staff have been trained and we wish to implement and promote national standards within the region. We do acknowledge however that additional resources and budget will be needed to implement this path of professional development.
- 26 We have been trained on the importance of National Standards and agree on their importance. At present we do not have the additional resources to research and implement national standard. We endeavour to commence and implement national standards in the next financial/budget year.

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- 28 We are aware of the Standards however without a "whole of organisation" approach to implementation it has been up to individual staff and their own standards of management as to the quality of management. It is possible that a short term "setting up" support phase to councils (especially smaller councils with added issues of rural isolation could be good, just to get processes in place that can then be worked within.

Summary: An increase in demand for funding and resourcing to implement the standards, more specific information for volunteers regarding their roles, further work need to fully implement a standards framework, standards in use, professional development requirements to enable implementation, additional resources needed, recognition of the need for whole of organisation approach to implementation of standards and support requirements for Councils in setting up a standards framework.

### **Q19 If you ticked the targeted approach, which groups and tasks have you had the most and least success with. (please email examples of successful marketing to executive@lgmasa.org.au)**

Please email examples of successful marketing to executive@lgmasa.org.au

- 15 Current advertisement in Messenger sent via email  
Summary: Numerical data available.

### **Q20 Which of the following advertising mediums have you used to market volunteering and which have been the most and least successful? (tick as many as appropriate)**

*Other (please specify other marketing and any other comments)*

- 3 Individual programs may use their own newsletters and notice boards, however we do not have a corporate approach to marketing of Council Volunteer programs. Web site will be developed in late 2008. Developing Marketing plan is a priority, however also have to ensure we have the capacity to place and support more volunteers.
- 8 volunteering centres
- 9 Local TV station cash classifieds.
- 28 Can't really say there is a lot of marketing.

Summary: The responses indicate this area is in need of development.

### **Q21 Do you provide support listed in the table below for volunteers? (tick as many as appropriate)**

*Other (please specify other support provided)*

- 1 For some reason I was unable to tick all the relevant boxes. Could you please note excluding the Performance Management - we currently offer support in all other listed categories.
- 2 I could not use your ticking process above tried to tick yes to everything apart from Corporate Volunteer Program, Funding, retention program, transport and wellbeing monitoring. Other - Comprehensive HO&S induction, mandatory training, skill development and ongoing support.
- 3 All of the above apart from wellbeing monitoring and transport. We mirror all paid staff procedures.
- 4 Could not get question 21 to work - yes to: all except - satisfaction surveys.

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- 6 As mentioned previously, the Council does not directly recruit volunteers. The section 41 committees recruit their own volunteers and do organise training (ad hoc) and recognition programs within their committee. Council provides administration support to the section 41 committees as required.
- 7 Work carried out is manual and not a lot of support required.
- 8 all of the above at different levels
- 11 Above fields did not work correctly. We provide much more than just free police checks.
- 12 We provide banking services and leadership.
- 13 yes - corporate volunteer program, dispute resolution, mentoring, networking, performance management, recognition program, reimbursement, retention program, role descriptions, training.
- 14 This section will not let me tick as many as I like.
- 15 Would not let me tick more than one in each column but LifeLinks provides dispute resolution, flexible programs, free police checks, mentoring, networking, office facilities & equipment, recognition program, reimbursement of out of pocket expenses, role descriptions, training, transport and general monitoring of performance and wellbeing.
- 16 Template appeared to only one tick: Supports offered ; Police checks, volunteer recognition, training, role descriptions reimbursement  
Supports not offered: Corporate volunteering, dispute resolution
- 18 Flexible programs, Free police checks, Performance management, Recognition program, Reimbursement of out of pocket expenses, Role Descriptions, Training and transport.
- 19 This section will not allow me to select more than one item from each column. We provide all of the following: dispute resolution, flexible programs, free police checks, office facilities and equipment, recognition program, role descriptions, satisfaction survey, training and transport assistance with travel reimbursements.
- 20 Appear to be having difficulty ticking more than one box as it won't allow you to do this.
- 21 above will only let me tick one box, Dispute resolution, Free Police checks, Office facilities & equipment, Recognition program, Reimbursement of out of pocket expenses, Role Descriptions, Transport
- 22 We supply most of the things in the above list but weren't able to click on more than 1.
- 23 Would only let me tick one box?
- 24 All of the above the program would not include all the ticks !
- 25 Tick box areas above on No 21, only would accept one tick. Yes for the following, Flexible programs, free police checks, funding, mentoring, networking, office facilities and equipment, performance management, recognition programs, reimbursement out of pocket, retention programs, role descriptions, satisfaction survey, training transport, wellbeing monitoring.
- 27 unable to tick more than one in the area above Dispute Resolution - Free Police Checks (Which cost LG ) Networking - Office facilities and equipment - Recognition program - Reimbursement of out of pocket expenses -Role descriptions - Transport.

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- 28 The form wouldn't let us tick multiples - we do transport, wellbeing monitoring (informally), training, role descriptions, reimbursement of exp, recognition, performance management, office facilities & equip, networking, mentoring, free police checks, dispute resolution, flexible programmes.

Summary: Responses indicate a high level of support provision for volunteers.

### **Q22 Please provide any relevant comments about the supports provided to volunteers that may assist our research into volunteer issues and trends**

- 1 Rising costs (especially petrol) have seen an increase in the number of volunteers claiming reimbursements.
- 3 Not sure what you mean.
- 9 As we are reviewing our Volunteer Programmes, part of this will be to: 1)Undertake volunteer role descriptions and provide them to volunteers. 2)Provide access to a dispute resolution process 3)Recognition Programmes 4)Satisfaction Survey 5)Training
- 14 I think the most important supports are: (a) out of pocket expenses - mileage, police checks, phone calls etc (b) Recognition events - it's important to make them special and have a reasonable budget to allow this to occur (c) Communication - through regular newsletters (d) Individual program gatherings for training and socialising.
- 15 LifeLinks volunteers receive extensive training and support. Prior to commencement with the program volunteers receive induction to council via the Volunteer Development Officer, a police check and orientation to the LifeLinks Program. With a large proportion of the target group suffering mental illness volunteers undergo Mental Health First Aid Training and training offered by the Mental Illness Fellowship of South Australia. Other training is offered as required such as first aid, manual handling, grief and loss, group work, change management, dealing with difficult situations etc.
- 20 From a HR point of view it has been difficult for me to respond to many of these questions as the Volunteer Coordinator, some Managers and other key staff are totally responsible for volunteers, their recruitment process etc. So I have passed your e-mail and survey on to those relevant people in the hope that they can more accurately provide you with the information you seek.
- 21 it is important to make the volunteer feel valued and needed, I do a lot of personalised reinforcement eg ring them to see how they are going, visiting them, being available to listen as a friend etc.
- 23 Family supports for the volunteer - partner/spouse is invaluable as a secretary. Usually whole family supports the one volunteering. Volunteer management takes many hours but many people do not apply for supporting this through adequate funding. Training in this area proves invaluable. Some organisations have people in other roles and volunteer management is an add on. However it is becoming a specialist human resources role and research should reflect and support this.
- 24 Happy to provide further information as required
- 25 We believe that we give individual support on a regular basis to Town of Gawler Volunteers, Volunteer Organisations in the region and volunteer seeking opportunities in the region.
- 27 Generally volunteers are trouble free. (because they can come and go as they please between organisations)
- 28 Commitment at individual level to manage volunteers well

Summary: Rising incidental costs for volunteers becoming a problem, adequate and relevant training needed to support volunteers, one

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on one support and acknowledgement of efforts important, support to organisations seeking volunteer opportunities, further research in volunteering.

### Q 23 Other Comments:

- 3 From my own experiences as a new Volunteer Development Officer, in a new position within Council ( no permanent Development position pre 2006) Council is not fully aware of the amount of work required to implement, maintain and continuously improve our approach to volunteering at Council. We have 800 volunteers, yet only one position ( .6) to respond to the corporate needs of our volunteer programs). Council has 500 staff, and a Human Resources Unit with 6 staff. It would be interesting to see whether this research identifies 'best practice' in Volunteer Management! To be the best in volunteer management, and to be able to respond to emerging trends, we need adequate resourcing ( financial, time and human). I have estimated that our Council spends only \$15000 on volunteer management ( excluding Volunteer Development position).
- 9 We are currently in the process of updating our Volunteer Program and have incorporated LGAMLS best practice volunteers process, and are looking to induct all our volunteers. We have started collecting their information which we will put into a register so that we may see who we have volunteering for Council and what tasks they undertake. We hope to have our Volunteer Program up to date and implemented during 08-09 financial year.
- 11 Volunteers are a very valuable resource in the provision of Tourism and Library Information Services.
- 14 I think local government is in a privileged position to recruit and retain volunteers. My experience shows that many residents want to contribute to their community and they see their local government as being the prime organisation to belong to. With excellent policies, procedures and management local government can maximise the strength of the people in the community. In return they will be able to instigate many community services to those in need.
- 20 Sorry I could not be of more assistance.
- 25 We in Gawler pride ourselves at looking after volunteers, to this end we have developed a Gawler Volunteering Advisory Committee, who meeting monthly to develop and assist volunteering in our district. This Committee in the last year have developed a Volunteer Charter the first of its kind we believe in Local Government. While there are a number of Volunteer Resource Centre in the State we believe Gawler is the first to be owned and funded entirely by the Town of Gawler.

Summary: Funding and resourcing to support volunteer management required, local government as the pathway to volunteering.

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## Appendix B

### Face to Face Survey with Local Government Co-ordinator's Forum

#### Issues

- Future role of volunteering in local government
- Role of local government in decision making about volunteering, eg. service, programs
- Funding sources and capacity of Councils to deliver volunteer programs and services
- Cost shifting/needs shifting/policy shifting
- Police checks
- Matching volunteers to roles
- Defining volunteer services – need to consider capacity of individuals and organisations, need to consider boundaries, ie. limitations of volunteer role particularly in relation to mental illness.
- Risk management, ie. levels of risk and response, working with vulnerable people, training levels, protection of volunteers.
- Public Liability insurance
- Union/LG interactions and economic development
- Red tape- what is necessary and reasonable
- Networking – lines of communication, value in networks
- Partnerships both within Council and external to Council (responsibilities).

#### Trends

- Major change in volunteering expected over the next few years
- Proposal for people to work off HECS debts through volunteering (blurring of the definition of volunteerism)
- Episodic volunteering – opportunities to engage skilled people
- Skilled people who expect to have their expectations met

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- Opportunities for indigenous people who want to volunteer alongside white fellas
- Council's approach to volunteering long term unclear
- Individualistic society
- Impact of female employment on volunteer pool
- Increase in CALD enquiries to help improve language, improve work prospects and help cultural assimilation
- Use of technology to maintain contact with grey nomads and youth
- Volunteering outside of office hours – change in “normal” operating hours
- Engaging with communities about volunteering
- Changes to volunteering, ie. type of people volunteering, Council's approach, community perceptions/expectations/volunteering ethos.
- Volunteering becoming more strategic
- Professional development for volunteer coordinators (current and new)
- Student placements as part of curriculum
- Volunteers from universities, ie. students and their partners.