VOLUNTEERING IN LOCAL GOVERNMENT
"A WAY FOR THE FUTURE"

A Strategic Management Framework for Volunteer Engagement in Local Government

Commissioned by
the Local Government Community Managers Group
2008

LOCAL GOVERNMENT COMMUNITY MANAGERS GROUP

Local Government Association of South Australia

LOCAL GOVERNMENT MANAGERS AUSTRALIA

TABLE OF CONTENTS

NATIONAL PRESIDENT'S MESSAGE 3
EXECUTIVE SUMMARY 4
INTRODUCTION 4
APPROACH 5
RESEARCH RESULTS 5
SURVEY RESULTS SUMMARY 8
SURVEY CONCLUSIONS 8
REFLECTIONS 10
STRATEGIC FRAMEWORK 11
GOAL 12
KEY STRATEGIES 12
BENEFITS 12
GENERAL CONTEXT 13
STATE GOVERNMENT CONTEXT 13
OFFICE FOR VOLUNTEERS 14
PEAK BODY CONTEXT 15
NATIONAL STANDARDS CONTEXT 16
ROLES AND RESPONSIBILITIES 17
FIVE KEY STRATEGIES – DESIRED OUTCOMES – ACTIONS 20
PROJECT STEERING COMMITTEE 24
COMMUNITY ENGAGEMENT GROUPS 24
PARTICIPATING COUNCILS 24
REFERENCES 25
APPENDIX A – VOLUNTEER SECTOR CONTACT DETAILS 26

ACKNOWLEDGEMENT

The Steering Committee formed to provide guidance on the project wish to extend their appreciation to all the participating Councils and individuals who have contributed to the development of the Strategic Management Framework for Volunteer Engagement in Local Government.

The Project Consultant and Author was Barbara Chappell.

NATIONAL PRESIDENT'S MESSAGE

The Local Government Community Managers Group (LGCMG) recognises the integral part volunteers play in service delivery by Councils throughout South Australia (SA). Emerging trends and issues affecting volunteering in Councils are largely driven by demographic and behavioural changes, such as an ageing population and the emergence of "Baby Boomers" and generations "X" and "Y".

The high value placed on volunteer contributions resulted in the commissioning of a project by the LGCMG to identify long term strategies to ensure sustainable engagement of the volunteer workforce into 2020 and beyond.

The average percentage of volunteers in SA is 38% which is higher than the national average of 34.1%. The average age of volunteers identified in the ABS Volunteer Workforce Survey 2006 shows people aged 35–44 years were in the age group most likely to volunteer. However in the survey conducted of SA Councils in April 2008, the average age of volunteers was between 60-70 years. The typical volunteer profile is synonymous with people who are ageing, generally retired and who are traditionally regularly committed and loyal. This is in contrast to the profile of the "Baby Boomers" who although they may be retired, have many interests and opportunities which make them unavailable for regular volunteer commitments. Generations "X" and "Y" are equally immersed in a range of individual activities and share different perspectives on participation in communities.

At all levels of government there is growing recognition of the need to more effectively engage communities in activities that impact their lives. Volunteering has the capacity to build social capital by connecting people who do things for one another.

The Strategic Framework for Volunteer Engagement in Local Government has been developed to guide the volunteer community through the challenges it faces as the demographic profile changes over the next 10 years. It has been developed in collaboration with the Local Government Community Managers Group and the Local Government Research and Development Scheme. South Australian Councils, State Government and Non-Government organisations have contributed to the development of the Framework and provided examples of leading practice in volunteer management to feature throughout the document.

We encourage Councils throughout SA to use the Strategic Framework to assist them in achieving sustainable engagement of their volunteers.

Mr Ray Pincombe
National President
Local Government Managers Australia (LGMA)

Campbell Opie
Chair
Local Government Community Managers Group (SA)

EXECUTIVE SUMMARY

INTRODUCTION

The Local Government Community Managers Group (LGCMG) with funding support through the Local Government Research and Development Scheme (LGR&DS) commissioned a project in February 2008 to research and analyse emerging volunteer workforce issues and trends in volunteer services in local government. The main objective of the project was to use research findings to develop a Strategic Framework for Volunteer Engagement in Local Government in South Australia (SA).

In accordance with the project brief the outcomes were to include:

- a framework to identify the critical recruitment, retention and engagement approaches for new and emerging types of volunteerism
- provision of cross Council and volunteer sector contact details and links with peak volunteer bodies and organisations
- research on which the LGCM Group can premise future educational seminars for their membership across South Australia
- examples of leading practice in volunteer management, and
- web based publication to be prepared for the LGMA web site.

Through a snapshot survey of SA Councils, a number of issues and trends were identified early in the project such as an ageing and diminishing workforce, the changing profile of volunteers and the need for flexibility and innovation to facilitate the needs of “Baby Boomers” and generations “X” and “Y”. What became evident from the survey results and subsequent research findings was that these issues and trends have already emerged and it would appear that responses are needed sooner rather than later to ensure volunteering remains a vital contributor to local government service provision.

The research undertaken as part of this project uncovered a wide range of valuable documentation on volunteer management practices embedded in policies and procedure throughout Councils, government and non-government agencies in SA.

The effective sharing and transfer of the knowledge found throughout this documentation across Councils and allied agencies was identified as a key challenge facing the development and implementation of a Strategic Management Framework for Volunteer Engagement in Local Government. The framework is structured to provide strategies to overcome this challenge.

APPROACH

The methodology used to determine the structure for the framework included:

- a snapshot survey of SA Councils to gather information on emerging volunteer issues and trends
- research of extensive local, national and international literature available on volunteer management
- telephone and face to face interviews conducted with local government volunteer managers and coordinators and state government and non-government personnel
- engagement of the Local Government Volunteer Managers Forum in a workshop to capture their observations of emerging trends and issues
- a workshop with Strategic Planners to determine the structure of the framework
- requests for examples of leading practice from SA Councils in volunteer management made via email and through Local Government Association (LGA) Circulars

Key search words used to maintain the focus of the literature review included, volunteer, volunteering, volunteerism, volunteer management, volunteer frameworks, strategic frameworks, community connections, participation, engagement and community capacity building. Literature for the review was sourced through International and Australian peak body web sites, university library catalogues, volunteer and public participation networks, credible authoritative research papers, professional journals, newspaper articles and the World Wide Web.

RESEARCH RESULTS

The literature review uncovered practice examples of volunteering that emerge from the collective experiences of individuals and organisations connecting within their communities. The key **strength** in the available literature is the high standard of documented knowledge about volunteer management and descriptions of the ways the information can be used to effectively engage and manage volunteers now and into the future. The key **weakness** identified throughout the research is the inconsistency in the transfer and sharing of the available knowledge across the volunteer sector.

The volunteer sector currently has the capacity and knowledge to deal with emerging trends and issues. However to provide a sustainable future for volunteer management, the Strategic Framework provides immediate and longer term strategies.

Research into Baby Boomers and Generations X and Y provided significant links to the role that corporate social responsibility will need to play in their recruitment and retention as volunteers. Targeted marketing of Baby Boomers for specific tasks that interest them is likely to increase chances of recruitment.

What matters to Generation Y

Money does not motivate them. They want to know that what they do matters and the mantel of social responsibility has kudos with generation Y. The reputation of your organisation is what counts.

Source: Talking about Y Generation (2005)

Baby Boomers are planning their retirement now!

They may choose not to retire until they are 65-70 and beyond. They are scaling back working life in order to pursue other activities and volunteering may be one of them. Organisations waiting to target Baby Boomers when they retire will be too late. They are already making their plans.

Source: From "Boomnet" to Boomnot" (2002)

Skill based volunteering, defined as using individual or collective corporate expertise to support the work of community groups was identified in the research as a global trend. This is being witnessed through a shift from corporate philanthropy to business case community investment, to sustainable corporate community partnerships[1].

Building capacity in the multiple communities of interest and place is the key to sustainable communities and partnerships. Community capacity may be defined as activities, resources and support that strengthen the skills and abilities of people and community groups to take effective action and leading roles in the development of their communities.[2]

Leading practice examples were found throughout the literature of volunteers from marginalised groups including people with disabilities, disadvantaged youth, cultural groups and people striving to rebuild their lives.

Key research findings specific to local government indicate issues such as a prevalence of volunteers in the 60–70 year age group (in contrast to the national average of 35-44 years[3]), and increased administrative and financial burdens due to a growing emphasis on risk aversion.

Empowering Young People

Empowering young people – not just the usual suspects, but young people who themselves are marginalised and excluded is the most important factor for innovation in youth volunteering.

Source: Innovations in International Youth Volunteering (2008)

The most common national volunteer activity trends include fundraising, management, education/training and

[1] Allen Consulting Group (2007), Global Trends in skill-based volunteering, NAB, Australia

[2] Government of South Australia (2007), Community Capacity Building – A Review of the Literature

[3] Australian Bureau of Statistics 2007

administration. Whereas our survey results indicated trends in transport, home assistance and youth programs and special events.

Volunteer managers and coordinators focus on engagement, selection and retention of volunteers. However, change needs to occur at all levels of Council organisations to recognise the true contributions of volunteers. Volunteers and the people who manage volunteers need to be engaged more effectively in decision making processes so they can understand and contribute to organisational shifts and changes. It is through this engagement that we will build capacity in the whole volunteer community.

take2 & CaLD

A program that breaks down the barriers to volunteering for people with a disability is **take 2** in WA.

The CaLD program has been developed to enhance access to volunteering for culturally and linguistically diverse communities.

Source: Volunteering WA (2008)

Volunteer Inclusion Project

Conservation Volunteers Australia is one of a number of organisations in South Australia providing positive volunteering opportunities for people with disabilities. CVA is a partner in the Volunteer Inclusion Project, set up to identify barriers to engagement and principles of best practice. In response to learning, VSA & NT now offers a placement service, providing assistance to volunteers and volunteer involving organisations to 'get ready' for and 'sustain' the volunteering experience.

Source: Volunteering SA & NT Inc. (2008)

Community engagement is increasingly acknowledged as a valuable process, not only for ensuring communities can participate in decisions that affect them and at a level that meets their expectations, but also to strengthen and enhance the relationship between communities and governments[4].

Corporate Social Responsibility

An officer from the City of Charles Sturt (CCS) used an hour and a half of flexi time each month to act as driver for the delivery of Meals on Wheels.

A voluntary contribution of 90 minutes from every officer in local government would support volunteer efforts and add to employee satisfaction.

This type of volunteering appeals particularly to generation Y employees.

Source: CCS past employee and Talking about Y Generation (2005)

Aboriginal Partnership

VSA & NT's Aboriginal Reference Group, formed in February 2004, is successfully promoting inclusive practice at local, state and national levels. Members are committed to volunteering as a way to strengthen individuals, families and communities; resource Aboriginal community organisations; and link community members to mainstream organisations. The Group welcomes contact from Aboriginal people wanting to learn more about volunteering or from organisations seeking support to engage with Aboriginal communities.

Source: Volunteering SA & NT Inc. (2008)

[4] Local Government Community Engagement Handbook 2008

SURVEY RESULTS SUMMARY

The starting point in the project was the preparation of a survey to gather information from SA Councils on emerging volunteer issues, trends and examples of leading practice. It was distributed to Councils through the LGA network in April 2008. The survey was intended to gather information from Chief Executive Officers, Community Development Managers, Volunteer Managers, Volunteer Coordinators, and Council Officers with volunteer responsibilities.

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.

The survey was commissioned to gather a snap shot of the issues and trends of volunteering in local government to assist the LGCMG to 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 a face to face session with the LG Volunteer Managers Forum raised a number of key issues and identified trends that warrant consideration when developing a strategic framework. They include:

- Motivation behind why people volunteer
- Definition or redefinition of volunteering
- Professional skill development to support volunteer management
- Identifying successful marketing approaches to attract volunteers
- An ageing and diminishing workforce and the need to identify ways to engage other age groups in volunteering
- The changing profile of volunteers and the integration of substantive (non-financial) rewards into volunteering, and
- Costs associated with volunteering from an organisational policy perspective and out of pocket expenses from an individual perspective.

SURVEY CONCLUSIONS

The following conclusions may be drawn from the data collected from the survey:

1. A majority of surveyed Councils include volunteers in their service provision
2. A majority of Councils employ Volunteer Managers and/or Coordinators at a variety of strategic and operational levels
3. There appears to be consistency in the ongoing inclusion of volunteers in a variety of roles based on the historical data available and this is expected to continue into the future.

4. Very little research has been conducted on the subject of volunteer issues and trends by Councils
5. The age profile of people who volunteer in local government is in the older range in contrast to the state and national averages for volunteer organisations, as indicated by Australian Bureau of Statistics (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 time and processes involved in recruitment, selection and orientation of volunteers was repeatedly cited as a barrier to successful volunteer engagement and retention.

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

A copy of the full survey report is available at http://www.lga.sa.gov.au/site/page.cfm?u=1319.

Data gathered from the survey was used to inform the development of the Strategic Management Framework for Volunteer Engagement in Local Government.

National Standards for Involving Volunteers in Not-for-Profit Organisations

"In 1996 Volunteering Australia commissioned Volunteering Victoria to conduct a ***national consultation*** to further develop the standards". "Feedback has been used to help guide the development of the second edition of the National Standards".

Source: National Standards (2001)

Target Marketing of Volunteering

The use of target marketing will be a vital process for organisations, not only in attracting and retaining volunteers in different age groups, but also to target volunteers from a whole range of other markets based on gender, profession, trade, familial status and life-stage.

And when you have attracted them, make sure you have systems in place to engage them. Out of a total of 40 organisations contacted about volunteering, 35 did not return phone calls.

Source: From "Boomnet" to Boomnot" (2002)

REFLECTIONS

The research into this project attracted interest from local, national and international volunteering connections. It was gratifying to know that our findings were similar to those identified by other researchers.

At times the volume of information was overwhelming and we needed to revisit the project scope on several occasions. Indeed there were concerns we were raising more questions than we were answering.

When we asked for examples of leading practice, it was surprising to hear people say they did not have any that we might be interested in. However, when people were encouraged to tell their stories it became evident to us and them how much valuable work is being done by volunteers and the people who manage them throughout SA.

The day to day operations take up so much valuable time and one of the aims of the framework is to provide strategies that will facilitate opportunities to take a broader look at volunteer practices and initiate productive changes.

Several of the examples submitted have been condensed for inclusion in this document. Not all of them could be used, but they will all be made available on the LGA web site www.lga.sa.gov.au in a supplement to this document for reference. Thank you to all those people who provided contributions.

The framework presented in this publication is just a starting point.

The implementation of the framework will require the input of financial and human resources. It will require setting of realistic targets to achieve the strategies outlined in the framework. It will involve the use of creativity and innovation.

Most importantly, it will require all stakeholders to work collaboratively to build the capacity of internal (Councils) and external (local communities) volunteer communities to use this framework to sustain volunteer services within local government.

University of the 3rd Age (U3A) and Hip Hop in Hume – an example of collaboration at a local community level.

A group of young Torres Strait Islanders joined in a "chair aerobics" session conducted by U3A. As the session ended one of the young men took his chair to the front of the group and declared that now it was time for everyone to join in "chair hip hop". He proceeded to demonstrate the "moves" and all the "3rd agers" joined in.

This was the beginning of a series of connections between these two age groups that resulted in positive outcomes such as mentoring and formal and informal volunteering that enriched their lives and communities.

Source: Vanessa Little (from her time at Hume Library)

Volunteer Management Resource Pack – an example of collaboration among SA Council Volunteer Managers.

The Volunteer Management Resource Pack based on the National Standards was a collaborative effort by the Volunteer Managers Network.
Source: Local Government Volunteer Managers Forum

STRATEGIC MANAGEMENT FRAMEWORK FOR VOLUNTEER ENGAGEMENT IN LOCAL GOVERNMENT

GOAL

The goal is to develop a strategic management framework for volunteer engagement in local government to ensure sustainable management of new and emerging trends and issues in volunteering.

KEY STRATEGIES

The strategic framework is based on **five** key strategies:

1. **Community connections –** involves developing and/or strengthening of interrelationships/connections within local government, communities and allied agencies/organisations
2. **Resource Management –** involves strategic use of the valuable existing resources and knowledge (see blue box)
3. **Economic and Strategic Imperatives –** involves integration of economic and strategic imperatives related to volunteer management throughout Councils' policies, procedures and strategic plans
4. **Professional Development –** involves development of standard qualifications and a career path for volunteer managers/coordinators
5. **Research –** involves establishment of research grants to ensure continuous improvement of volunteer management in local government

Successful implementation of these strategies will result from the setting of realistic targets.

BENEFITS

The Local Government Research and Development Scheme provide funds for local government development purposes to be used strategically for the benefit of Local Government as a whole.

The development of a Strategic Management Framework for Volunteer Engagement in Local Government presents individuals and organisations responsible for the management of volunteering in SA with the opportunity to raise the profile and importance of volunteering for further review by the whole volunteer sector.

Volunteer Management Audit: *The Canadian Code for Volunteer Involvement*

The Canadian Code for Volunteer Involvement developed for the International Year of Volunteers (2001) picks up on an important aspect of volunteer management of resources as follows:

"Resource/Knowledge Transfer
In this section, you will be asked to share how volunteer resource management and practices are shared within your organisation. Where are volunteer resources developed and how is knowledge transferred between the national office, provincial offices and local offices and local affiliates/branches?"

Source: Volunteer Management Audit: The Canadian Code for Volunteer Involvement (2001)

The **Australian National Standards** for Volunteer Involvement in Not-For-Profit Organisations contains information on auditing.

GENERAL CONTEXT

Resulting from the research for this project, a number of peak bodies** and organisations have been identified who have significant contributions to make to the framework. They include but are not limited to:

- ✓ Volunteering SA & NT Inc.**
- ✓ Northern and Southern Volunteering
- ✓ Local Government Association (Research and Development Scheme)
- ✓ Office for Volunteers
- ✓ SA Councils
- ✓ Local Government Volunteer Managers Forum
- ✓ Department of Family and Communities Volunteer Unit
- ✓ TAFE (Training and Further Education)
- ✓ SA Universities
- ✓ Community and Neighbourhood Houses and Centres Association Inc.**

STATE GOVERNMENT CONTEXT

"Advancing the Community Together: *A Partnership between the Volunteer Sector and the South Australian Government*, was initiated to strengthen the relationships between the volunteer sector and the State Government.

The desired outcomes from the partnerships[5] included:

Advancement of volunteering: ensure the ongoing promotion and recognition of volunteering whilst raising awareness of its value.

Redressing of issues that impede volunteering: actively identify and respond to issues that impede volunteering.

Establishment of communication protocols: develop and improve communication and information processes between the volunteer sector and the public sector agencies.

Development of appropriate policies and practices: ensure future policy decisions take into account any potential effects on the volunteer community.

Embedding Community Priorities into Council Planning (interstate example of strategic integration and partnering)

"The key objective of the project was to produce a set of guidelines to support the Victorian Local Government sector in the ***effective integration*** of Community and Council Planning".

Source: Guidelines for the Integration of Community and Council Planning (2008)

The outcomes of the research undertaken as part of this project reflect the State Government context and provide integrity for the selection of the five key strategies for the framework.

The strategic framework will be used to influence interrelationships/connections between volunteering in local government and the broader volunteer sector.

[5] Advancing the Community Together: *A Partnership between the Volunteer Sector and the South Australian Government,* 2003.

OFFICE FOR VOLUNTEERS

Vision - "To help South Australian volunteers build stronger communities through supporting, promoting and enhancing volunteering"

The Office for Volunteers is a small policy support unit which supports the Minister for Volunteers in achieving the South Australian Strategic Plan target 5.6 - *Maintain the high level of volunteering in South Australia at 50% participation rate or higher.*

The Office also provides administrative support and policy input for three executive-level groups formed under the '*Advancing the Community Together*' partnership, a landmark agreement made between the government and the voluntary sector in 2003 to work together for the development of volunteerism in our State. These groups are the:

- Volunteer Partnership Action Committee
- Volunteer Ministerial Advisory Group (VMAG)
- Volunteer Task Force.

Local government has representation on VMAG.

Volunteer Infrastructure Program 2007-09
Volunteer Resource Centre Initiative

Volunteer Resource Centres (VRCs) provide referral services and valuable training for volunteers, and aim to give much needed support to community organisations to enable volunteering to grow and flourish.

In South Australia VRCs have included Non Government Organisations (NGO) based centres such as Volunteering SA & NT, Northern Volunteering SA Inc and Southern Volunteering Inc. which receive support from the South Australian Government.

Some Local/District Councils are already doing a considerable amount of work to support their local community so it seemed appropriate to assist Councils in their efforts to provide infrastructure support to their local volunteer organisations.

In 2006/07 the South Australian Government supported the Town of Gawler with the establishment of their Volunteer Resource Centre and the development of a Charter agreement between Council and the local volunteer community.

Town of Gawler Volunteer Charter

The charter acknowledges volunteering and outlines strategies to promote and facilitate it.

We will …

- Publicly recognise the efforts and success of volunteers and those who support them
- Encourage volunteer participation across age groups, abilities and cultures
- Promote partnerships between governments, community groups, business and individuals to support volunteers
- Sustain our volunteer community by providing access to appropriate resources, facilities, support, advice, information and training.

Source: Town of Gawler Volunteer Charter document

The Gawler VRC which is one of eight similarly funded rural Councils has become a model for the development of the *Volunteer Infrastructure Program 2007-09 - Volunteer Resource Centre initiative* which offers Councils a discretionary grant as seed funding for the establishment of a Volunteer Resource Centre in partnership with the Council and their local communities.

It is expected that each VRC will provide a central hub for volunteering information, resources and support. The VRC will be supported by the Local/District Council and included as part of their day to day operations. The community services provided would need to be financially sustainable and supported by the local community.

The following Councils were successful in receiving seed funding the 2007/8 financial year:

- Adelaide Hills Council and Mt Barker District Council (Joint submission)
- The Barossa Council / Light Regional Council (Joint submission)
- District Council of the Copper Coast
- District Council of Mt Remarkable
- District Council of Streaky Bay
- Renmark - Paringa Council

The District Council of Yankalilla was also successful in receiving funding however, as construction of their Community Centre (which is to house the new Volunteer Resource Centre) was not completed during the period, their funding was allocated in the 2008-9 financial year.

PEAK BODY CONTEXT

Volunteering SA & NT is the peak body for volunteering in South Australia. Its primary role is to promote and support the growth of volunteering in this state. It works alongside volunteers, volunteer involving organisations and volunteer resource centres with a focus on leading, partnering, building and viability. It works across not-for-profit, business and public sectors, recognising the social, economic, environmental and cultural dividends generated through volunteering.

Volunteering SA & NT contributed to the development of the “National Standards for Volunteering Involving Organisations” in 1996, which were formally adopted by Volunteering Australia in 1998. It is the leader in the implementation of the National Standards as a primary capacity building strategy for the not-for-profits and public sector volunteer involving organisations.

The results of the survey of SA Councils indicate the Standards are used by 59% of SA Councils. Given that 41% of the total number of Councils in SA did not participate in the survey, it is unclear what the actual uptake of the Standards is throughout local government.

NATIONAL STANDARDS CONTEXT

The National Standards were developed to be generic in nature to enable organisations to take specific elements and incorporate them into a leading practice system for managing volunteers. This approach recognises that the needs of organisations will vary depending on size and design. The implementation of a volunteer management system must reflect the unique conditions and circumstances of each organisation and community.[6]

Implementation of National Standards in SA Councils

"*Volunteering in Playford + Safe Task Management*" information sessions ensure volunteers gain a good understanding of their responsibilities for safe practice.

At the Alexandrina Centre for Positive Ageing results of a volunteer survey were evaluated and a number of gaps were identified in the areas of training and induction.

Source: The City of Playford (2008) & Alexandrina Council (2008)

The National Standards for Volunteer Involvement in Not-For-Profit Organisations represent what Volunteering Australia regards as "leading practice" in the management of volunteers. They are the set of organising principles that identify what volunteer management is about.

The use of the National Standards is supported by the National Standards Implementation Guide. The Volunteer Management, *An Essential Guide*, 2nd edition was produced to assist organisations to instigate best possible management policies and practices for volunteers. Volunteers & Paid Workers, *A Collaborative Approach* was written to assist managers to develop productive partnerships between volunteer and paid workers. A *Volunteer Management Resource Pack* based on the National Standards was prepared recently by the Local Government Volunteer Managers Forum with new managers in mind. It includes a comprehensive resource/contact list. This group of documents is only a small example of the number of documents produced in line with the National Standards to inform volunteer management in SA's local government.

Efficient management of all volunteer management resources based on the Standards requires the development of a system to identify all available resources at organisation and agency levels to enable access to and effective use of resources.

Volunteer managers access their networks to gather and share valuable information on the use of the Standards. There is potential to increase the value through improving connections between existing networks.

Working Collaboratively with Community on Council Land in the District Council of Mount Barker

Effective management practices were used to work with a local volunteer group who expressed interest in undertaking activities to monitor water quality and protect a local recreation area. The collaborative approach taken on this project will be used to formalise agreements with other community groups.

Source: District Council of Mount Barker

[6] National Standards for Volunteer Involvement in Not-for –Profit Organisations (2001) 2nd Edition

ROLES AND RESPONSIBILITIES

There are a number of roles and responsibilities that will have particular significance for the effective implementation of the Strategic Framework. The two groups who will have specific roles and responsibilities within the framework are Councils and the Local Government Community Managers Group (LGCMG).

ROLE	RESPONSIBILITY
LEADERSHIP	• Councils set a clear direction for volunteer engagement through the use of the strategic framework for volunteer engagement in local government • LGCMG leads the volunteer sector by setting the future direction through the implementation of the framework across local government in collaboration with allied government and non-government agencies
ACCOUNTABILITY	• Councils take the required action to support the implementation of the strategic framework for volunteer engagement • LGCMG accepts responsibility for setting targets to achieve the implementation of the framework and for monitoring the implementation in consultation with the Local Government Volunteer Managers Forum (LGVMF)
ADVOCACY	• Councils make representation to their governing bodies to support the implementation of the strategic framework • LGCMG make representation for support from government and non-government agencies for the implementation of the framework
REGULATORY	• Councils undertake to ensure compliance with all legislation identified within the framework • LGCMG supports the transfer of information on compliance legislation for local government and provides updates on new and/or amended legislation related to volunteering in local government
KNOWLEDGE MANAGEMENT	• Councils to conduct a knowledge audits to identify the existing volunteer knowledge base throughout local government in SA • LGCMG to support the development of an effective system of knowledge transfer using information technology to build sustainability into volunteering in local government in SA
INNOVATOR	• Councils approach volunteering from a growth and sustainability perspective • LGCMG leads direction for a new approach to volunteer management through support for the development of corporate social responsibility for volunteering throughout local government

ROLE	RESPONSIBILITY
INVESTOR	• Councils provide the capital needed to develop the capacity of staff and volunteers to deliver sustainable volunteer services • LGCMG provide funding for professional development seminars and seeks funding through the Local Government Education and Training program for further research and development into volunteering
PARTNERING	• Councils work collaboratively to gain maximum advantage from knowledge, resources and funding opportunities • LGCMG works collaboratively with Councils and allied agencies and government departments to develop collective networks for the sustainability of volunteering in local government
SOCIAL RESPONSIBILITY	• Councils support and promote skill based volunteering by local government staff • LGCMG investigate opportunities for skill based volunteering by staff in local government and promotes through its membership, networks and programs
CAPACITY BUILDER	• Councils provide programs that develop the capacity of volunteers in communities • LGCMG support and promote the development of programs to build volunteer capacity throughout local government
MENTOR	• Councils establish volunteer cadet programs to encourage involvement of youth and the sharing of life-long learning by more experienced volunteers • LGMCG encourage knowledge management through development of a mentor program for volunteer managers/coordinators
EVALUATOR	• Councils support use of the guidelines as outlined in the National Standards to monitor and evaluate volunteer service provision • LGCMG monitors implementation of the National Standards including evaluation standards and makes recommendations for further improvement.
MARKETING	• Councils (SA) collectively invest in a marketing strategy for volunteering in local government • LGMCG promote the development of a local government volunteer marketing strategy and seek support from government, non-government and corporate partnerships to implement the marketing strategy

ROLE	RESPONSIBILITY
COMMUNITY ENGAGEMENT	• Councils engage volunteer communities (internal/external) to identify volunteer needs and expectations • LGMCG promote the use of the LGA community engagement model
PROFESSIONAL DEVELOPMENT	• Councils provide funding for development of staff charged with the responsibilities of managing volunteers • LGMCG establish a professional development career structure for staff managing volunteers with the support of the LGA Training and Development Unit
SERVICE PROVISION	• Councils acknowledge the financial value of volunteer contributions in the provision of service • LGMCG promotes the acknowledgement and inclusion of the value of volunteer service provision in Councils Annual Business Plans

FIVE KEY STRATEGIES

STRATEGY	DESIRED OUTCOMES	ACTIONS
Community Connections	SA Councils are connected to each other and their communities through a single portal (LGA web site) and working together to sustain volunteering	• Seek access to establish a volunteer page on the LGA web site for all SA Councils • Post the Strategic Framework on the web page • Set the web page up to include; a general information sharing section, links to Councils, allied agencies and organisations (Volunteering SA & NT Inc. in particular), marketing section, corporate volunteering section • Volunteer events calendar – to share resources; to include dates for major events, Volunteer Manager and Coordinator network meetings and Volunteer Ministerial Advisory Group meetings, professional development events to improve networking opportunities • Review membership, purpose, roles and responsibilities and communication strategies of all volunteer coordinator/manager groups • LGCMG works with the LG Volunteer Managers Forum in SA Councils to formalise reporting and accountability links for the implementation of the framework • Seek access to the LGA web site to develop a shared space to enable effective communication, information sharing and knowledge management among volunteer coordinators/managers • Explore the use of social technology to enhance connections throughout the broader volunteer network such as MySpace and Facebook • Establish a culture of Councils' social responsibility to support volunteering in SA • Identify social, cultural and disability barriers to volunteering and develop strategies to break down/remove them • Use community engagement planning and techniques that connect communities and build capacity for further engagement and collaboration.

STRATEGY	DESIRED OUTCOMES	ACTIONS
Resource Management	Available resources are used effectively to provide maximum output for all Councils	• Complete an audit of all existing resources being used by the volunteer sector • Establish a long term management strategy that includes consistent use of resources and management of volunteer knowledge • Establish criteria to identify key material resources (such as the National Standards) to be used by Councils • Identify sources of financial resources for the development and promotion of volunteering in local government • Share developed resource materials such as National Standards checklists, forms, procedures (may include such projects as a “Volunteer Passport” that is transferrable across Councils) • Seek access for use of the LGA web site to share volunteer resource knowledge • Develop targeted marketing programs for consistent use by Councils (promote via the LGA web site) • Establish skill based volunteering within Councils to encourage knowledge and skill sharing between internal and external communities • Investigate collaboration with Volunteering SA & NT Inc. corporate volunteering program • Create accessible and inclusive opportunities for volunteers with disabilities through the identification of barriers and the establishment of partnerships with organisations who serve communities with disabilities • Establish criteria to evaluate resources on a continuous basis (operational and strategic)

STRATEGY	DESIRED OUTCOMES	ACTIONS
Economic and Strategic Imperatives	Whole of Council approach to volunteering is achieved through integration of volunteering policy and procedures within strategic plans	• Apply full cost attribution to volunteer services to determine future financial implications for Councils • Determine and include full volunteer service costs in operational budget and annual business plans • Monitor demands on volunteer workforce and capacity of volunteer community to provide services • Acknowledge the MOU between Volunteering SA and NT and SA Unions and consider the development of a specific MOU between local government and unions • Work cooperatively with all levels of government to address the capacity of projected volunteer availability for service provision (such as carers for Home and Community Care (HACC) programs) • Engage communities in identifying volunteer services that they regard as a priority. • Establish criteria to prioritise volunteer services that Councils can sustain • Develop strategic partnerships with educational institutions and corporations to provide volunteer cadetships to develop workplace entry skills
Professional Development	Qualified staff manage volunteer services	• Complete an audit of volunteer management qualifications in SA Councils • Provide support for staff to achieve management qualifications • Develop criteria for professional development of volunteer management staff • Develop/enhance partnerships with allied agencies and organisations such as Volunteering SA & NT and TAFE to provide consistent management training based on the National Standards • Conduct 4 professional development network meetings per annum for volunteer managers and coordinators

STRATEGY	DESIRED OUTCOMES	ACTIONS
Research	Trends and issues in volunteer management are monitored for continuous improvement	• Source research grant funds from state/federal governments, NGO's and the corporate sector • Encourage applications for research grants from Councils • Establish criteria for research projects (such as emerging trends, type specific volunteering) • Post research project and outcomes on the LGA volunteer web page for knowledge sharing • Establish an LGA Award for Excellence in Volunteer Research.

Successful implementation of these strategies will result from the setting of realistic targets.

PROJECT STEERING COMMITTEE

Pru Blackwell – LG Community Managers Group and City of Salisbury

Barbara Chappell – Project Consultant (author) acting for Margaret Heylen as Principal Consultant

Moira Deslandes – Volunteering SA/NT Inc.

Claire Eacott - Office for Volunteers and Justice of the Peace Services

Andrew Hamilton - Office for Volunteers and Justice of the Peace Services

Michelle Hodshon – Local Government Volunteer Managers Forum and City of Salisbury

Julie Kerr, LGMA SA

Kaye Mahomet - Volunteering SA/NT Inc.

Joanne Maiden – Local Government Volunteer Managers Forum and City of Onkaparinga

Sandra Waite – Local Government Volunteer Managers Forum and City of Playford

COMMUNITY ENGAGEMENT GROUPS

Local Government Volunteer Managers Forum Workshop

Strategic Planners Workshop – Paul Tullock - City of Onkaparinga, Sarah Gilmour – City of Mitcham, Roxanne Withers – Adelaide City Council and Claire Eacott – Office for Volunteers and Justice of the Peace Services

PARTICIPATING COUNCILS

City of Norwood Payneham St Peters
City of Mitcham
City of Onkaparinga
City of Burnside
District Council of Barmera
Northern Areas Council
District Council of Karoonda East
City of Playford
City of Port Lincoln
District Council of Barunga West
Port Pirie Regional Council
District Council of Streaky Bay
City of Salisbury
City of Unley
City of Holdfast Bay
Alexandrina Council
City of Tea Tree Gully
City of Port Adelaide Enfield
District Council of Yorke Peninsula
City of Marion
District Council of Mt Barker
City of Playford
Town of Gawler
The Barossa Council
Kangaroo Island Council
City of Charles Sturt

REFERENCES

Allen Consulting Group (2007), Global Trends in skill-based volunteering, NAB, Australia

Brendan Carins Consulting (2008), Embedding Community Priorities into Council Planning: *Guidelines for the Integration of Community and Council Planning,* Victoria, Australia

Cuthill, M (2005), A Conceptual Framework for Volunteer Management in Local Government, University of Queensland, Queensland, Australia

Esmond, J (2001), "Boomnet", Capturing the Baby Boomer Volunteers: *A Research Project into Baby Boomers and Volunteering,* Western Australia

Esmond, J, (2002), From "Boomnet" to Boomnot": *Part Two of a Research Project on Baby Boomers and Volunteering*, Western Australia

Fragiacomo, L (2005), Talking about Y Generation, MIA Asia, Australia

Fritz, J, (2007) Tapping the Volunteer Power of Baby Boomers: *Get Your Baby Boomer Volunteers Now*, About.com, Inc., US

Fryar, A, Jackson, & R, Fraser, D ((2004), Turn Your Organisation Into A Volunteer Magnet, Australia

Government of South Australia (2007), Community Capacity Building – A Review of the Literature

Knox City Council (2006), Strategic Framework of Volunteerism in Knox: *To support, promote and strengthen volunteering in Knox,* Research Report Summary, Victoria, Australia

Noble, J, Rogers, L, & Fryar, A (2003), Volunteer Management: *An Essential Guide,* 2nd Edition, South Australia

Noble, J (1997) Volunteers & Paid Workers: *A Collaborative Approach,* Volunteering SA Inc.

Petriwskyj, A (2007), Australian Journal on Volunteering: *Citizen Participation as volunteering. Opportunities and challenges for an inclusive definition*, Vol. 12, No. 2, Australia

Reed, B, & Selbee, L (2001), Canada's Civic Core: *On the disproportionality of charitable giving, volunteering and civic participation*, isuma, Vol. 2, No. 2, Summer, Canada

Town of Gawler (2007), Gawler Volunteer Charter, South Australia

Volunteer Canada (2001) Rethinking Volunteer Engagement

Volunteering SA Inc. (2002), A Volunteer's Guide to Volunteering, South Australia

Volunteering SA & NT Inc., Submission on Volunteering for the 2020 Summit, Australia

Volunteering Australia (2006), A National Agenda on Volunteering: *Beyond the International Year of Volunteers*, Australia

Vresearch (2008), Innovations in International Youth Volunteering: *An analysis of 22 innovative youth volunteer programs from around the world*, London

Weaver, L (2001), Volunteer Management Audit: *The Canadian Code for Volunteer Involvement,* Canada

APPENDIX A - VOLUNTEER SECTOR CONTACT DETAILS[7]

South Australian Volunteer Peak Body

- Volunteering SA/NT Inc. www.volunteeringsa.org.au

South Australian Volunteer Resource Centres (VRC)

- Northern VRC, ph: 8250 1582, peter.heyworth@northernvolunteering.org.au
- Southern VRC, ph: 8384 9202, vivbarker.svsa@internode.on.net
- Limestone Coast VRC, ph: 8762 2133, jan.bittner@nlc.sa.gov.au
- Port Augusta and Region, ph: 1300 135 545, reception@volunteeringsa.org.au
- Gawler VRC, ph: 8522 9207, shelia.willox@gawler.sa.sa.gov.au
- Volunteering Barossa and Light, ph: 8563 8411, ejohnson@barossa.sa.gov.au
- The Hut Community Centre Adelaide Hills & Mount Barker VRC, ph: 8339 4400, esme@thehut.org.au
- Roxby Downs VRC, ph: 8671 0010, halesm@roxbycouncil.com.au
- Copper Coast VRC, ph: 0427 504 537, smoss@coppercoast.sa.gov.au
- Mount Remarkable VRC, ph: 8666 2169, ceo@mtr.sa.gov.au
- Streaky Bay VRC, ph: 8626 1196, dcstreaky@streakybay.sa.gov.au
- Riverland VRC, ph: 8586 6542, tvesotsky@renmarkparinga.sa.gov.au
- Yankalilla VRC, ph: clairetaylor@yankalilla.sa.gov.au

Interstate Volunteer Centres

- Volunteering Western Australia, www.volunteer.org.au
- Volunteering ACT, www.volunteeract.com.au
- Volunteering NSW, www.volunteering.com.au
- Volunteering Queensland, www.volqld.org.au
- Volunteering Tasmania, www.voltasinc.com
- Volunteering Victoria, www.volunteeringvictoria.com.au

National Volunteer Organisations

- Volunteering Australia, www.volunteeringaustralia.org
- Indigenous Community Volunteers, www.volindigenous.org.au
- Australasian Association of Volunteer Administrators, www.aava.asn.au
- GoVolunteer, www.govolunteer.com.au
- OzVPM, www.ozvpm.com

[7] Adapted from the Volunteer Management Resource Pack prepared by the LG Volunteer Managers Forum

International Volunteer Organisations

- Points of Light Foundation (USA), www.pointsoflight.org
- Energize Inc. (USA), www.energizeinc.com
- World Volunteer Web, www.worldvolunteerweb.org

State Government Contacts

- SA Central, www.sa.gov.au
- Strengthening Communities, www.communitynet.sa.gov.au
- Office for Volunteers, www.ofv.sa.gov.au

Federal Government Contacts

- Centrelink, www.centrelink.gov.au
- Department of Family and Community Services, www.facs.gov.au
- United Nations IYV, www.iyv2001.org
- Families and Communities, www.familiesandcommunities.sa.gov.au
- Community, www.community.gov.au

South Australia Police

- Application for a National Police Certificate (NPC) for Individuals, www.sapolice.gov.au

Professional Association

- Australasian Association of Volunteer Administrators (AAVA), www.aava.asn.au

Networks

- Northern Collaborative Project Volunteer Managers Work Group www.salisbury.sa.gov.au
- Local Government Volunteer Managers Forum swaite@playford.sa.gov.au
- South Coast Managers Forum www.svsa.on.net
- Southern Regional Managers Network www.svsa.on.net

Corporate/Employee Volunteering

- National Australia Bank, www.nab.com.au
- Volunteering Australia, www.volunteeringaustralia.org

Grant Funding Contacts

- South Australian Grants Directory, www.service.sa.gov.au/grants.asp
- Our Community Grants Calendar, www.ourcommunity.com.au/funding/funding_main.jsp
- Australian Volunteers International, www.australianvolunteers.com