ACTIVE. STRONG. UNITED
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This Local Government Strategic Framework for Volunteer Engagement responds to the need for standards and guidelines to assist volunteer engagement in South Australian Councils.

In 2010, 36% of the adult population or 6.4 million people in Australia volunteered and the number of Australians who volunteer continues to grow. The estimated number of volunteers in Australia doubled from 1995 to 2010. People of all ages including 593,700 aged 18 to 24 volunteer.

Volunteerism is an excellent method of community engagement, contribution and development; it can also provide effective pathways to suitable and sustainable paid employment.

Volunteers undertake unpaid work across a range of industries; there are thousands of volunteers in Local Government in South Australia and hundreds of paid staff who co-ordinate and manage their activities.

Over many years, difficulties with clear delineation between paid and unpaid work have arisen and as volunteer numbers grow, it is urgent that Unions, employers and peak bodies collaborate to positively address these issues. As volunteerism grows, it is also important that there are resources and guidelines available to assist with the leading and management of volunteers.

The Australian Services Union SA and NT Branch (ASU), the Local Government Association (LGA) and the Local Government Volunteer Managers Network (LGVMN) recognise that Local Government faces important workforce development issues that will impact upon both volunteers and paid staff and that addressing these issues is crucial to strong, vibrant and sustainable Local Government into the future.

All involved recognise that volunteers and paid staff have important common ground in that both groups want to contribute and make a difference through their work and achieve job satisfaction while complying with relevant laws and regulations.

ASU member and Volunteer Development Officer at City of Playford Roxanne Withers and ASU Secretary Katrine Hildyard began discussing these issues five years ago and agreed that it is imperative that Unions and industry collaboratively meet the challenges and embrace the opportunities which surround paid workers and volunteers working side by side. At that time, they brought together SA Unions and Volunteering SA and NT to negotiate a shared set of principles about paid and unpaid work and what each group should be able to expect in their work environments.

To further this work specifically in Local Government, the Local Government Research and Development Fund (LGRDF) provided funding for the ASU to work with the Local Government Volunteer Managers Network (LGVMN) and key stakeholders to develop similar principles specific to Local Government and to gather and develop tools which can be used to appropriately engage volunteers.

We heartily thank the LGRDF for their foresight in providing this funding and the LGVMN for their partnership on the project. The project created a unique opportunity to create dialogue on these issues between ASU members and reps, volunteer co-ordinators, human resource personnel and key stakeholders.

Jessie Cato has undertaken the Project Officer role; providing excellent co-ordination of the Project, talked with many to create a useful and resource rich Toolkit and provided great insight into how we can all work better and more effectively in this field.

The Project and Jessie have been greatly supported by the reference group – Roxanne Withers (City of Playford), Mike Fesczak (City of Onkaparinga), Michelle Hodshon (City of Salisbury), Bernie McSwain (City of Salisbury), Lucy Mahon (City of Onkaparinga) and Neville Hyatt (Local Government Association) along with members of the LGVMN, LGA, Local Government Community Managers Network, Local Government HR and the ASU.

The Project has also received important advice from Volunteering SA and NT, Local Government Risk Services, Northern Volunteering SA, Office for Volunteers and the Local Government Mutual Liability Scheme.

Project development and industry engagement began with an online survey in September 2011. Over 200 local government employees, volunteers, workplace representatives and volunteer managers, supervisors and coordinators responded to the survey which then helped to determine a framework for the contents of a Toolkit.

Three focus group sessions were an important part of this process. Participants included Volunteers, Volunteer Managers and other Council staff including supervisors, coordinators and development officers, and some from libraries, community services and human resources. Councils represented were Onkaparinga, Norwood, Payneham and St Peters, Marion, Unley, West Torrens, Tea Tree Gully, Mitcham, Salisbury, Mt. Barker, Alexandrina and Barossa.

We thank all who attended the focus groups and those Councils that supported attendance.

Consultation outcomes informed the development of initial drafts for consideration by the Reference Group and feedback from the LGVMN, Local Government Risk Services (LGRS), Local Government Association Mutual Liability Scheme (LGAMLS), LG Community Managers Network and Volunteering SA and NT.

The ASU is committed to supporting and growing the volunteer sector within Local Government and doing so with ongoing collaboration with the LGA and LGVMN.

Thank you to all involved; we look forward to continuing to work to grow strong and sustainable Local Government.

Katrine Hildyard
Secretary
What does the Toolkit do?

While researched and designed for local Councils, the Toolkit can be used by multiple stakeholders across diverse industries as it fundamentally advocates for and provides guidance and support for the implementation of the minimum standards of best practice for volunteer management and co-ordination.

Furthermore, the Toolkit will assist with the process of acknowledging and supporting the complimentary and valued roles of both paid staff and volunteers.

How to use the Toolkit?

To assist with the implementation and ongoing best practice management of volunteers, the Toolkit is broken into three parts. The first part explains why the information was selected and how to apply it in your workplace, the second part provides templates or models and the third part leads stakeholders to further resources with links and contacts, additional templates and models for every aspect contained within the Toolkit.

The Toolkit references a number of the National Standards as set out by Volunteering Australia. A complete copy of the standards is available free online from their website www.volunteeringaustralia.org.au. Accompanying resources to the National Standards, National Standards (implementation guide for NFP organisation’s) and National Standards Workbook and Resource Kit are available for purchase through Volunteering SA and NT www.volunteeringsa-nt.org.au via their online store or at their Adelaide CBD Office.
Volunteer Management is dynamic, bringing together many components which Martin J Cowling, of People First, Total Solutions, describes as a combination of Human Resource Management, Community Development and Entrepreneurialism. There is no ‘one size fits all’ approach but rather a careful balancing act ensuring that all of the components that contribute to the effectiveness of a volunteer program are addressed. While each Council depending on size and resources will be different all volunteer involvement requires the implementation of a basic framework. What the evidence demonstrates though the greater the investment in the framework the more significant the benefits are for everyone involved.

Often though Volunteer Managers are faced with day to day pressures without the opportunity to step back and view the ‘bigger picture’ which may negate the overall effectiveness of the volunteer program. The following context should be considered in order to achieve the ‘right’ balance for all the stakeholders and foster good decision making. This context includes:

- The Culture of the Organisation in supporting and valuing volunteer involvement
- Rationale/philosophy for volunteer involvement (the why’s)
- The Perception of Risk; and
- The Volunteer Program Management Paradigm

“When...you see the bigger picture and what it could be and what the benefits could be, it’s very motivational to keep going

Mindfully engaging passionate citizens: A leadership model of volunteer engagement
Context: Culture of the organisation

A commitment to sound management practices is important to define roles and responsibilities between staff and volunteers. However, what is fundamental is that these practices are underpinned by an organisational culture where volunteering is valued from the top down. This should be reflected in the attitudes and beliefs of all those working in paid or unpaid roles across the organisation.

Schein (2004) identifies three distinct levels in organisational cultures:

- **Artifacts and behaviours** – this includes any tangible, overt or verbally identifiable elements. For example, paid staff and volunteers sharing spaces such as tea rooms/offices, equipment, going out for lunch together, dress codes.

- **Espoused values** – organisation’s stated values and rules of behaviour. For example, volunteer policies and procedures, value of volunteers outlined in strategic plans, shared code of conduct for paid staff and volunteers.

- **Underlying assumptions** – are the deeply embedded, taken-for-granted behaviors which are usually unconscious, but constitute the essence of culture. For example, how paid staff and volunteers collaborate and cooperate with each other; underlying perceptions such as staff viewing volunteers as working for the good of the organisation as opposed to the perception volunteers are working to benefit themselves and therefore shouldn’t be trusted. These assumptions are never written, but can be clearly discerned.

How an organisation works with volunteers can be observed through looking at each of these areas. An organisation may have a volunteer policy and talk about integration and inclusion of volunteers (espoused values), but in reality volunteers are not treated with respect by staff. There is a disconnect between espoused values and underlying assumptions, and underlying assumptions will always win over espoused values.

A discussion of culture naturally flows on to a conversation regarding the rationale of volunteer involvement.

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Context: Rationale for the program

Simply because a volunteer program exists does not mean there is any purpose or direction. Frequently programs can be there because ‘we have always had volunteers’ or because there is some sense of responsibility to take volunteers on board. Volunteers can be viewed as simply ‘hanging around’; ‘providing basic service delivery functions’; or, as is discussed in the report below, a critical component of community development and involvement.

Traditionally volunteering has been based on a service delivery model, which tends to be inwardly focussed and supportive of internal programs only. However, over the past decade, while people are volunteering more than ever, they have very different expectations about how they ‘can make a difference’. The trend now is towards cause related volunteering and having an impact. Volunteers are tending to volunteer for something they believe in rather than simply supporting a service.

This is coupled with changing demographics, skills shortage in the labour market and the increased need for social services. Government policies such as welfare to work are also having a significant impact on who is being recruited and managing motivations.

Increasingly the role of volunteering and its social and economic contribution is being recognised by all levels of government. The Municipal Association of Victoria commissioned a report “Tracking What Works: Voluntary activity, community strengthening and local government” which states “there is growing evidence that robust voluntary activity within communities has the potential to:

1. influence better education, health, employment, economic and other community outcomes
2. extend social networks and improve the sense of “belonging” or inclusion in communities
3. develop a greater sense of trust and tolerance within communities
4. improve capacity at the individual, organizational and community level
5. contribute to the delivery of social goods and services”

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The report follows on to provide a broader definition of voluntary activity:

- Service delivery: This involves individuals giving to recipients
- Activism: This involves collective community self-management
- Decision making: This can involve community planning
- Community management of community resources, such as facilities and people
- Networking and learning exchanges, such as book clubs or ‘philosophy in the pub’
- Mobilising and celebrating resources and people through community festivals
- Emergency assistance such as bush-fire relief
- Particular identity groups organising and caring for their own members

This presents Councils with challenges in how they respond strategically and integrate volunteering within a “whole of community” approach. This doesn’t necessarily mean that the organisation needs to adopt the broad definition of voluntary activities in its entirety but to understand and recognise the role of volunteering as an active component in community strengthening/ development.

The Tracking What Works report states: “While this is a challenge that will be shared by government, business and community alike, the role of local government in facilitating positive outcomes is central. The move to explore more contemporary approaches to supporting and sustaining voluntary activity as part of strengthening communities will inform and indeed underpin, the directions being taken by local government in community engagement, community capacity building, community planning and community development.”

Understanding the program rationale will impact how the program develops, its effectiveness and volunteer motivation / retention.
Context: the Perception of risk

“Risk management is the process of managing your organisation’s exposure to potential liabilities. It does this by identifying risks in order to prevent them or reduce them, and by providing for funds to meet any liability if it occurs. Liabilities do not just arise from physical risks – they also arise from not meeting regulatory requirements and from financial, moral or ethical issues” (Running the Risk, Volunteer Australia). These liabilities may include:

• Negative work culture i.e. dissatisfaction among staff/volunteers
• Fear of job loss/insecurity – industrial issues
• Health and safety
• Loss of productivity/effectiveness
• Recruitment and retention of volunteers
• Public and customer confidence in the organisation
• Reputation, credibility and general goodwill towards the organisation
• Legal issues (while these will be identified through risk management, they should be considered as part of a legal compliance plan as they need to be mitigated regardless of cost)

Undertaking a risk analysis with the broad issues in mind will assist the organisation to make well informed decisions in the present which will provide more effective outcomes in the long term.

Volunteer involvement can often be deemed as too ‘risky’. The perception ‘volunteers will just manage themselves’ and therefore don’t require organisational management or other support can lead to an unacceptable risk exposure. What sometimes happens is the confusion between volunteer involvement and risk. Risk is actually increased with a lack of management structure, integrity in organisational volunteer philosophy and lack of appropriate systems and structure – as per Ed Schein’s framework earlier. Some volunteer activities may involve higher levels of risk than others, for example, a graffiti team working with chemicals compared to administrative roles. A good understanding of the risk context will minimise the potential for things to go wrong, create a safe working environment and reward volunteering experience.

Risk should also be viewed at the organisational level, not simply the operational. If an organisation involves volunteers without looking at the why’s, considering the philosophy of involvement or ensuring appropriate supports are in place then this introduces a higher level of risk. An organisation with a low risk appetite may in fact be involved in high risk activities simply because they did not take an integrated approach to volunteer involvement.

The 2009 ISO 31000 standards view risk in a positive sense. Understand the risk, provide mitigation and decide whether to accept it or not. Volunteer programs do hold risk. However, it is not as great as many would suggest. More information on undertaking a risk analysis is provided in Section 3 – Further Resources.

The Volunteer Program Management Paradigm Pyramid has been developed as a visual representation of the ‘big picture’.

The pyramid on page 15 shows the continuum between a number of components which run from the base of the pyramid to the apex. It demonstrates how effective and sustainable volunteer involvement is for the organisation given the balance of all these factors. The apex of the pyramid indicates a constraining of program effectiveness compared to the base.

There are three components to the vertical axis.

Management framework

A volunteer management framework describes the philosophy and systems around the volunteer program. At the base of the pyramid, the foundation demonstrates the value of a comprehensive framework which mitigates associated risks and contributes to a community development approach. This continuum extends upwards to an unstructured volunteer involvement at the apex. This implies there is a lack of focus regarding overall direction of the program, there is no strategic decision making regarding the program development and its direction.

Resourcing

Implementing a comprehensive volunteer management framework requires adequate resourcing. A focus on cutting costs can also increase risk exposure to the organisation. By taking short cuts, or not considering key factors for the sake of cost, may result in a second rate volunteer program directly influencing volunteer motivation and retention, thus impacting service provision. An over focus on cost cutting introduces, and will ultimately increase potential risk factors (at the apex of the pyramid).
Integration

Relationships between paid staff and volunteers is a critical factor in the success of volunteer involvement. It focuses on the level of mutuality in paid and unpaid working together; the extent to which the organisation as a whole has ownership of the volunteer program and how this is expressed in supporting volunteering. Decreasing levels of integration will result in increased level of risk impacting on underlying assumptions in the work place resulting in a range of liabilities such as industrial action or negative work culture as described earlier in the risk context. Volunteers like any human resource present risk factors. Effective mitigation in line with an organisation’s risk appetite can result in effective volunteer programming, enhanced serviced delivery and a stronger community.

Where does your organisation sit?

The diagram below is a way of integrating the discussion above into a pictorial format.

The diagram has a number of levels in a continuum from the base to the apex. These levels can be described in several key areas: strategic; management; operational and resourcing.

“Undertaking a risk analysis with the broad issues in mind will assist the organisation to make well informed decisions in the present which will provide more effective outcomes in the long term.”

Strategic

A strategic level focus asks the question: “Where do volunteers fit in the general context of the organisation?”

Level 1 (pyramid base)

Volunteering is identified in all strategic documents including Council Strategic Plan, Business Plan, Individual Work Plan and related strategies where appropriate (i.e. Ageing, Youth, Disability) supported by clearly defined volunteer policy and procedures. The volunteer role links back to the strategic plan. For a program to have a community development focus requires a distinct strategic decision. Volunteers are recognised as equal members of the workforce working alongside staff to deliver the organisational strategic goals. Staff and volunteers have a mutual respect and

This project has been assisted by the Local Government Research and Development Scheme

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opportunities of what each other is trying to achieve and will support and collaborate to make it happen. Resource sharing is common. Volunteers are actively involved in decision making and grievances and conflict are dealt with efficiently and respectfully.

**Level 2**

Volunteering is identified in a strategic document such as the Council Plan and the Volunteer Policy. The volunteer role is linked here back to this document. This may not flow onto departmental work plans. Some areas of the organisation, predominantly community focused, will value the involvement of volunteers however across the organisation is still viewed as a ‘nice to have’.

Staff and volunteers collaborate on projects which are usually supported by following documented process/guidelines and actively supervised.

**Level 3**

Volunteering is identified within an individual work plan. The volunteer role has some link to the larger picture of the organisation but this may not be clear. There is disparity between the organisation’s view of the program and the individual involvement of volunteers. Apart from a minority of areas of the organisation, staff are not comfortable with volunteers and see their role as separate from what they are doing.

**Level 4 (pyramid apex)**

No mention of volunteering, volunteer role not clear as to purpose. Volunteers may be involved on an ad hoc basis, without any strategic framework. Volunteers are regarded suspiciously by staff.

**Management**

Management focuses on the question, ‘What is the experience and skills of the team managing the volunteer programs?’ It focuses on the skills and knowledge base of the team managing the volunteer effort.

**Level 1 (pyramid base)**

A clearly identified position of volunteer manager who is equipped with the skills and expertise and has responsibility for the volunteer management framework and strategic direction of volunteering across the organisation. The position supports the volunteer coordinators/supervisors that have day to day responsibility for volunteers. Adequate resources are provided to support coordinators in their role and management support is evident.

**Level 2**

A volunteer coordinator/supervisor is responsible for providing support and day to day supervision of volunteers. They may share this role with other responsibilities. Resourcing is adequate, but the coordinator may or may not have qualifications or an appropriate skill base to manage volunteers.

**Level 3**

Staff members are available to support volunteers when required but not allocated to a specific position. Resourcing is minimal. Individuals will invariably have other responsibilities and duties outside volunteering. Skill and qualification relevant to volunteer management will not be a part of the criteria for determining whether a staff member manages volunteers or not. Volunteers will be managed on an ad hoc basis.
Level 4 (pyramid apex)
No staff member has responsibility for volunteers.

Operational
The operational component looks at the question, ‘How is the program administered?’. What are the program systems, policies and how they are implemented?

Level 1 (pyramid base)
The program is well administered. There is clarity regarding volunteer roles and boundaries. Policies are consistent across the organisation and systems are well established. Consistency across the organisation is well recognised with individual program areas understanding how volunteers are recruited, what should happen when they are. Consistent induction and training across the organisation and a there is consistent organisational message regarding volunteer involvement. Meets requirements for the National Standards in Volunteer Involving Organisation’s.

Level 2
Systems are not comprehensive but adequate. There is some lack of clarity around volunteer roles and some loss of communication between departments but not sufficient to seriously hamper volunteer involvement effectiveness. There is some disparity between departments and how volunteers are recruited and managed. Generally systems are in place, although not all refer to them.

Level 3
Systems struggle and are inconsistent across the organisation. It is not uncommon for volunteers to be recruited and not registered with a central database. There is inconsistent induction and training. Administration of the program is highly variable between programs.

Level 4 (pyramid apex)
There are few, if any, systems in place. Volunteers do not have role clarity and virtually manage themselves. There is no cohesive approach to working with volunteers. There is uncertainty regarding the number of registered volunteers. Administration is inconsistent and highly variable.

The question of ‘What is the resource allocation for volunteers?’ is raised.

Level 1 (pyramid base)
All the resources required for the volunteer to undertake the role successfully are in place including on-going training, out of pockets expenses, materials and safety equipment. Opportunities for personal/professional development are encouraged. Support is evident from management.

Level 2
Minimum resources are identified and in place to support the volunteer involvement such as training, reimbursement and safety equipment. These are somewhat basic and sometimes significant levels of advocacy required to secure resources for the program. Generally some funding is available to recognise volunteer effort.

Level 3
Minimal resourcing is provided. Individual programs may provide recognition activities for the volunteers but this will be inconsistent and ad hoc. Reimbursements may or may not be provided.

Level 4 (pyramid apex)
Few, if any, resources are available. There is no funding for recognition unless individual staff take the initiative. Reimbursements are not provided for. Volunteers are not resourced, nor is volunteer involvement considered in budgets and general resource allocation.

Resource Allocation

Comments on the model
Each organisation will be different. Some may have reached Level 1 in the Management of volunteers however fall into a Level 3 in terms of resourcing a new volunteer position due to a limited budget.

Organisation’s with a strong commitment to volunteering most likely will have policies and procedures that understand volunteer involvement needs to be matched with the appropriate resourcing. If not, this is something the organisation should aim to work towards.

The continuum demonstrates that the more areas in levels 3 and 4 result in increased risk. It is less likely that volunteer involvement is appropriate and sustainable in the long term. The less structure means less organisation; there are significant implications for risk management including the external profile of the organisation.

The diagram acknowledges that there is a grey area (Level 3) which requires further work between Local Government and Unions to clarify expectations. The agreement between the LGA and ASU provides an agreed platform in which to continue these discussions.

Without considering the context and all the factors that contribute to successful volunteer programs, decisions can be made by organisation’s that provides quick solutions or an easy fix in the short term. However the unseen costs can be significant impacting a number of levels within the organisation particularly the relationships between paid staff and volunteers in the long term.

In working towards Level 1 – Leading Practice it’s essential to remember that it:

- needs to be developed over time
- requires a whole-of-council approach and needs to be driven by strong leadership within the organisation
- a culture of mutual respect, trust and support between volunteers and paid staff is encouraged
INTRODUCTION

The Volunteer Program Management Paradigm Pyramid

Level 4 - Not acceptable
Volunteering is not valued and there are little or no systems/resources in place to support volunteer involvement.

Level 3 - Not recommended (Grey area)
Volunteering is not a priority to the organisation and has an ad hoc and inconsistent approach in its management.

Level 2 - Minimum Practice
Volunteering is important to the organisation and recognises that there are mutual benefits to the organisation and individual through volunteer involvement. The organisation has implemented the minimum requirements of the National Standards.

Level 1 - Leading Practice
Volunteering is embedded throughout the organisation recognizing and valuing the significant benefits for the individual, organisation and the wider community. A contemporary volunteer management framework is clearly established and well resourced. Volunteer roles are designed with expectations and motivations of all stakeholders in mind.

Sustainable volunteer framework - Minimising risk to maximise opportunities

Volunteer Program Management Paradigm developed for this project by Roxanne Withers and Peter Heyworth 2012

ASU STATEMENT: To ensure that the shared values and Principles between the ASU and LGA support harmonious working relationships between paid staff and volunteers it’s recommended that at a minimum the Level 2 framework is implemented working towards Level 1.
Volunteering Australia’s National Standards for involving volunteers in not for profit organisation’s first standard is: ‘An organisation that involves volunteers should define and document its policies and procedures for volunteer involvement and ensure that these are understood, implemented and maintained at all levels of the organisation where volunteers are involved.’
Creating and implementing effective volunteer policy

This Toolkit is a resource for both those Councils that want to develop a comprehensive approach to volunteer programs and those that want to revisit their existing policy and practice.

The goal is to help you develop core material that responds to your local circumstances and priorities. Much is considered to be fundamental for an effective volunteer policy and program implementation. You can think of the Toolkit as exemplifying best practice as outlined by Volunteering Australia in their National Standards for involving volunteers in not for profit organisation’s.

This Toolkit is a starting point while also serving as a resource that allows you to respond to changed circumstances as your program grows and is reviewed.

While Council Policy is a formal document, it also needs to be accessible to multiple stakeholders, ranging from existing and potential volunteers, Union and management representatives, and Council staff and Elected Members. It should involve all these stakeholders in its development.

So, what difference can a coherent and comprehensive policy and guidance materials make?

A lot! Your volunteer policy should reflect why and how your Council engages with volunteers, and for every Council this is different. Local populations, geographic realities, and local priorities and Council programs differ. Your policies and practices need to respond to those local circumstances.

And while we recognise that various templates or models of volunteer policies and practice are available online or through volunteer agencies (perhaps making it tempting to just fill in the blank space where you can just enter your Council’s information), we urge you to take the time to develop material that really suits your local requirements and engages with your stakeholders.

The rest of this section provides a template for a Volunteer Policy that also can be seen as a checklist of minimal requirements.

Recommended Minimum Policy Sections

• Introduction
• Purpose/scope
• Definitions of volunteers and staff – Principles
• Responsibilities of Council and volunteers
• Legislation
• Review
• Person responsible
• Insurance

Recommended Inclusions for Best Practice

• Rights of volunteers and Council
• Expanded definitions with more detailed positions
• Strategic plan link
• Corporate context
• Recognition of volunteer work
• Code of conduct (can be separate document)
• Elected Members, Staff
• Management (absenteeism, dismissal, exit interviews, breaks etc)
• Recognition of diversity of volunteers and their roles
**Minimum Standards – reasons for inclusion**

**Introduction**

The introduction to your volunteer policy should clarify how volunteers work within your Council. It can state that volunteers make an important contribution to community and other services and emphasise your Council’s recognition of the valued role they play. This should be your Council’s philosophy on volunteer involvement and outline how volunteers contribute to your Council plan.

**Purpose/Scope**

The scope or purpose of your policy sets out what the policy has been created to do. In this section you would describe why your Council decided to create a volunteer policy and how this benefits both Council and the volunteer. Moving to best practice this section can contain links to your Council’s strategic plan and examples of volunteer projects in your community.

**Definitions**

As a response to the changing nature of volunteering, organisation’s are reviewing what volunteering means to them and where it will go in the future. As a minimum standard your policy should contain definitions of what a volunteer is and could provide some examples of what volunteers do. This section can clarify who is and who is not a volunteer. It should make clear the difference between a volunteer and an individual who is undertaking work experience or job hardening. This is important as these distinctions can change your insurance needs. Further, it should clarify the difference between a volunteer and Council committee members and Elected Members for the purpose of this policy.

Other terms you may want to clarify should they be in use at your Council are ‘Volunteer Coordinator/Supervisor’, ‘Employee’ or ‘Staff’, ‘Vulnerable People’ or ‘Elected Member’. For more information on the different roles and definitions of stakeholders, please see page 18.

**Responsibilities of Volunteers and Council**

A good volunteer policy should lay out the expectations Council has of volunteers and the responsibilities Council accepts in engaging with volunteers. In this section you can clarify what your minimum standards are for volunteer engagement. This list should be as thorough as possible in order to highlight to the volunteer what their terms of engagement are prior to commencement.

You also can list the specific commitments you make to the volunteers you take on board.

**Legislation**

South Australian legislation of particular relevance to volunteers and volunteer programs includes:

- Children’s Protection Act 1993
- Occupational Health, Safety and Welfare Act 1986
- Equal Opportunity Act 1984
- Volunteer Protection Act 2001
- Volunteer Protection Regulations (SA) 2004
- Local Government Act 1999

**Review**

For your policy to be of ongoing relevance to your organisation, it should be reviewed on a regular basis. This could be from every 12 months up to 3 years.

**Person responsible**

Who is in charge of maintaining and updating the policy?

**Insurance**

Council’s volunteer insurance information and the relevant policy or policies within which this is contained.
**Policy Number**

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<th>Relevant Legislation</th>
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<td>Children’s Protection Act 1993</td>
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<td>Equal Opportunity Act 1984</td>
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<td>Volunteer Protection Act 2001</td>
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<td>Volunteer Protection Regulations (SA) 2004</td>
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<td>Local Government Act 1999</td>
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<th>Responsible Department/Person</th>
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<td>Responsibility for the volunteer policy will often sit with either of the following departments:</td>
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<td>• Community Development/Services</td>
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<td>• Human Resources</td>
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<th>Other relevant Council policies</th>
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<td>• Code of Conduct</td>
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<td>• Occupational Health and Safety</td>
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<td>• Gifts and Benefits Policy</td>
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<td>• Safe Environment Policy</td>
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<td>• Criminal Record Check Policy</td>
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**Introduction**

- Why are volunteers important to your Council?
- How does you Council engage with volunteers?
- How do volunteers benefit your community?
- How do volunteers and your Council work together?

The importance of volunteers in the community is significant, with volunteering contributing an estimated $5 billion into the South Australian economy (source: Office of Volunteers 2006). South Australia leads the nation in volunteer involvement with a recent survey commissioned by the State Government showing that 51 per cent of the population are involved in volunteering. Council’s 2006 land use survey identified 12,000 volunteers working in the City.

Volunteers make up one fifth of the Council’s workforce (unpaid) and they work alongside staff to deliver and enhance a broad range of services and programs offered by Council. They also assist Council by developing strong links in the local community and encouraging community independence.

Council recognises that volunteering contributes to the vibrancy and vitality of the City life and in meeting Council’s goals and objectives.

*(City of Adelaide Volunteer Policy)*
The Council recognises through its Council Plan that volunteer involvement is a vital component in achieving its vision to build community capacity; improving health and wellbeing; creating pathways to paid work and in the delivery of effective and relevant service provision.

Volunteering promotes civic participation and encourages people to be active, shape, contribute and make a difference to their local community.

Volunteering benefits everyone, the individuals involved, the Council and the wider community. Council is committed to utilising and valuing the skills, time and talents and energy of volunteers effectively which is supported through the provision of a comprehensive volunteer management framework.

The intent of this policy is to provide a framework for the relationship between Council and volunteers.

(City of Playford)

**Purpose/Scope**

- Why has this policy been developed?
- What are the desired outcomes of this policy?
- How does this policy link to your Council’s Strategic Plan?
- What other policies will your volunteer policy link to?

**Definitions**

- How does your Council define who a volunteer is?
- How does your Council define what a volunteer role is?
- Who is not covered as a volunteer by these definitions?
- What are the differences between a volunteer and ‘staff’ or ‘employee’ of your Council?

Volunteer - A volunteer is an individual who is registered with and has approval by the Council to undertake activities:

- To be of benefit to the Council, local community and the volunteer;
- Of the volunteer’s own free will and without coercion;
- For no financial reward;
- In designated volunteer positions only.
- People undertaking volunteering to meet Centrelink requirements are considered volunteers.

The following persons, for the purpose of this policy, are not considered volunteers:

- People on work placement and work experience programs
- Students undertaking volunteering as a part of the education curriculum
- Elected Members of Council
- Persons receiving payment outside of the volunteer reimbursement framework.
• Reimbursement - A payment to the volunteer for any pre-approved expenses incurred during the course of carrying out responsibilities.

• True Honorarium - A monetary gift made to a volunteer in recognition of the person’s works as a volunteer. It follows that a true honorarium is not an amount that is relied on or expected by the person as a source of income.

• “Prescribed Position” - a position that requires or involves regular contact with children or other vulnerable people or working in close proximity to children or vulnerable people on a regular basis.

• “High Risk Position” - a prescribed position which provides opportunities for the incumbent to have isolated contact with a single child or children on a regular unsupervised basis.

• “Vulnerable People” - people who may be at risk of abuse or exploitation due to their dependency on others. This includes all children, people with a disability, the frail aged and people from culturally and linguistically diverse backgrounds.

• “Children” - children, students and young people under 18 years of age.

(City of Salisbury Volunteer Policy)

Responsibility of Council to Volunteers / or Principles

• What are the expectations of a volunteer towards your Council?

• What are the commitments your Council makes to volunteers?

• How is the integrity of your Council’s volunteer activities upheld?

• What does your Council have the right to do in regards to volunteer engagement?

• To be provided with a clearly written job description

• To receive an appropriate orientation and ongoing training

• To have access to designated paid staff with queries or support relating to their volunteer role

• To be given work that is matched with the volunteers skills, abilities and availability

• To decline or withdraw from work they feel is not suitable or they feel is placing excessive demands on the volunteer

• Receive ongoing support and direction from the program coordinator, volunteer coordinator and other appropriate staff

• To be provided with the appropriate resources to undertake their volunteer duties as required

• To work in a safe environment
To be treated with respect and as a valued member of the team

To be consulted, valued and welcomed, regarding ideas and suggestions for improvements of the program with which they work

To have complaints or grievances heard by an appropriate supervisor and to be aware of the grievance procedures

Receive recognition for their extraordinary contribution to the community

To receive reimbursement for approved out of pocket expenses

To be covered by appropriate insurance whilst engaged in any voluntary work directly or indirectly connected with or on behalf of Council

(Port Adelaide Enfield Council)

Responsibility of Volunteers to Council/or Code of Conduct

What are the expectations of Council for a volunteer?

What are the commitments a volunteer must make to your Council?

What are the expectations of the volunteer when representing your Council in a volunteer role?

What are the rights your volunteer is entitled to?

Volunteers have obligations to Council and will be required to:

Fulfil the duties as specified in their position description in accordance with the relevant legislation

Understand and acknowledge the requirements of the Council Code of Conduct and relevant policies and guidelines

Participate in the appropriate induction and ongoing training as provided

Operate under the direction and supervision of Council staff to achieve the objectives required

Maintain confidentiality regarding Council business, program information or any other sensitive, private information they come across during their volunteer duties.

Report any unsafe working conditions/ potential hazards to their coordinator

Report any injury/ damage to themselves or a third party

(City of Playford)
Insurers

- Insurance coverage of volunteers in your Council?
- Where can this information be located?
- Who is responsible for insurance coverage of volunteers in your Council?

Refer to page 38 Insurance, Risk Management and Work Health and Safety

Industrial Boundaries and Action

- Council shall actively promote sound industrial relations between paid and volunteer staff.
- Council shall ensure that volunteer positions do not constitute a threat to job security or replace the activities of paid staff.
- Council shall ensure that demarcation lines will be made known and understood by both paid staff and volunteers.
- In the event of any industrial dispute between management and employees, volunteers should not be expected to cross picket lines, nor depart from their normal duties.

(City of Adelaide Volunteer Guidelines)

Policies and Procedures Superseded by this Policy on Adoption

- Does this policy replace an existing volunteer policy?
- Does this policy incorporate elements of other Council policies that will no longer be used?

Revision Date

Adoption Date

Guidelines or procedures should accompany this document.

Guidelines provide direction on how to implement the policy but also provide the reader with a level of discretion in the application of the policy, usually because the subject matter is complex.

A procedure is a clear set of steps or process that needs to be followed every time the policy is implemented. It is prescriptive, like a set of rules.

Describe the critical steps to follow in order to achieve the policy intent. It should be clear who is responsible for which steps.

Guidelines/Procedures associated with a volunteer policy would include:

- Recruitment, screening and placement
- Induction, training and development
- Performance Management – Grievance, Dismissal, Exit interviews
- Reward and Recognition
Induction – a foundation for effective volunteering

Why do we induct volunteers?

Volunteering Australia’s National Standards for involving volunteers in not for profit organisation’s Standard 2: ‘An Organisation that involves volunteers shall ensure that volunteers are managed within a defined system and by capable personnel with the authority and resources to achieve the organisation’s policy goals.’

Volunteering Australia National Standards for involving volunteers in not for profit organisation’s Standard 7: ‘An Organisation that involves volunteers shall establish a system and have defined procedures and to control all documentation and personnel records that relate to the management of volunteers.’

Induction for volunteers is like the foundations to a building, providing you with a strong supportive structure upon which to build. Poor induction can mean things falling apart very quickly. Feedback from South Australian Local Government employees showed that those who felt confident in dealing with conflict between paid staff and volunteers did so because they felt they had the right tools in their induction to handle any issues. So what should your induction involve?

Your induction can be structured as a three part process:

Corporate
Covers policies relating to the volunteer, such as your code of conduct and grievances processes. It also gives an overview of the different areas and functions of your Council and includes your Work, Health and Safety induction.

Volunteer
Covers how volunteers are engaged within your workplace. It should cover how volunteers link to your Council’s strategic plan, legislations and policies they need to be aware of, and the rights and responsibilities of volunteers to Council and vice versa.

Site/Role
Covers the specific requirements of the volunteer role you want to fill, a tour of the workplace and an introduction to fellow volunteers and Council employees they will be working with.

A simple induction would involve sitting with your volunteer and introducing the documents in this Toolkit, then discussing related policies with your volunteer (e.g. Work, Health and Safety and discrimination). This would then conclude with a tour of the work site and introductions to appropriate people. Further induction processes will vary from Council to Council. Larger Councils will have an induction day or process, for others, their volunteer participation rate will not warrant this. How you incorporate the above three induction sections will depend on your volunteer numbers and how often you recruit.

Your minimum good practice induction will involve an introduction to:

- All documents in this Toolkit – volunteer induction
- Your relevant Council policies – corporate induction
- A thorough tour of the volunteer site – site induction

If your volunteer program grows or develops you can add or modify tools in your Toolkit. As you take more volunteers on, your induction process can grow. Some suggestions are listed below to help you do this. As a note, double check for relevant information that your Council already has, for example a policy or code relating to personal conduct, or those relating to harassment or drugs. Your task may simply be to affirm or communicate these with your volunteers. Your induction may already refer to this information, just in a much simplified form. Keep in mind that your induction process will need to vary dependant on your volunteer’s literacy or command of English. How you deliver the information may need to be tailored to the individual and can incorporate online, one on one or group communication techniques. It is important to also inform your volunteer of the difference between their roles as a volunteer and as a rate payer. Rate payer issues still need to be dealt with through correct Council processes and the volunteer should understand that any issues affecting their volunteer role should be brought to their supervisor and not to Elected Members.
A comprehensive induction process takes time to establish. It is an essential part of volunteer engagement that will continually grow and change as the work place and volunteers do. For Councils who have a minimal induction process in place or are yet to establish one, covering all aspects listed within this Toolkit may seem daunting. A great way to start the induction process then is by utilising the ‘Be an effective volunteer’ training modules available on the Office for Volunteers website. These training modules include presentations and work sheets for the volunteer. 


Utilising the ‘Be an effective volunteer’ training module as a foundation for any Council induction and following the associated requirements also provides a valuable opportunity for volunteers to have their skills and knowledge recognised towards a formal qualification. All the relevant information regarding this process is available on the website.

For further help on establishing and building your induction, or training for paid staff or volunteers, please contact your relevant Volunteer Resource Centre. Accredited training opportunities can also be found through Volunteering SA and NT. The Local Government Volunteers Managers Network is also a great resource to utilise for information or advice.

**Recommended best practice inclusions in a volunteer induction pack**

**Policies**

- Grievance and complaint process (incorporating rate payer versus volunteer procedures)
- Equity and Diversity, Harassment and Discrimination guidelines
- Alcohol, Drug and Smoking policies
- Work, Health and Safety information
- Insurance
- Hazard and incident reporting guidelines
- Emergency and evacuation procedures
- First aid guidelines and location
- Confidentiality and ownership of intellectual property
- Use of property / equipment/ internet
- Training policy
- Dismissal

**Operational**

- Police check information
- Recruitment, selection and right to refusal information
- Resignation and exit interview guidelines
- Probationary periods
- Attendance sheets
- Training needs and analysis form
- Volunteer’s rights and responsibilities
- Allowances
- Gifts
- Travel or motor vehicle guidelines
- Record of licences or certificates held by Volunteer

**Organisational**

- Volunteer assessment and feedback
- Information about other volunteer services or roles in your community
- Information on statements of volunteer service
- Information on access to accredited training opportunities
Letter of Engagement

A letter of engagement should accompany a copy of the position description for your volunteer. Although they seem similar, you do require both. While your position description outlines the specific role you have brought the volunteer on board for; the letter of engagement will list all of the formalities surrounding the role. Some Council’s will call their letters of engagement ‘agreements’. You may call yours whatever you like however for legal reasons it is advisable to avoid the word ‘contract’ as this can be misinterpreted as being related to paid employment. If your policies and inductions are quite thorough you may not need so much information in your engagement letter; however if you are still working your policies up from minimum standards, the letter of engagement can be a good place to note in writing the expectations and responsibilities of both Council and the volunteer.

Letter of engagement inclusions:

• The name and address of the Council
• The name of the manager or supervisor signing
• The name and address of the volunteer
• Position/Role title
• Location of workplace
• Commencement date
• End of work date if applicable
• Hours of volunteering work
• Who they report to
• How the agreement can be terminated

The letter of engagement can be a good place to note in writing the expectations and responsibilities of both Council and the volunteer.
• A list of all documents Council has given and need to be read and sighted

• The volunteer agrees to:
  • Follow Work, Health and Safety policies and procedures and directions
  • Follow Risk Management policies and procedures and directions
  • Attendance
  • Participate in orientation and training
  • Read and be aware of all documents given in handbook
  • Follow volunteer policy
  • Follow guidance and directions
  • Be responsible/courteous/respectful/dependable
  • Comply with all applicable legislation
  • Comply with confidentiality
  • Support a non discriminatory/harassment free work place
  • Produce appropriate certificates if required

• Council agrees to:
  • Provide supervision
  • Provide orientation and training
  • Provide necessary safety equipment
  • Provide uniform if applicable
  • Provide guidance and assistance
  • Cover insurance
  • Communicate changes to volunteer or other policy that affects or is relevant to a volunteer
  • Provide avenues for feedback and grievance procedures
  • Recognise and acknowledge

• Recording of licences should include:
  • Name of Licence or certificate
  • Authority this gives the volunteer
  • Number on licence or certificate
  • Expiration date
  • Date sighted

Both parties should possess a signed copy of this agreement.
**Letter of Engagement Template**

Your Council

Address

Contact details

Date

Volunteers Name

Volunteers residential address

Dear,

(Council Name) is pleased to welcome you as a volunteer in the role of (Volunteer position title) with us under the terms and conditions set out in this letter.

1. **Volunteer Role and Terms**

   1.1 Your engagement is on a voluntary basis. Either party may terminate the role at any time.

   1.2 This role is ongoing at Council’s discretion. There is no guarantee of this position being of an ongoing or regular nature.

   Or

   1.2 This role will be undertaken from (date) until (date)

   1.3 The commencement date is (date)

   1.4 Your duties in this role are outlined in the position description (attached). On each occasion that you volunteer you will be required to perform these duties.

   1.5 You will be required to undertake your volunteer role at (location).

   Or

   1.5 You will be required to undertake your volunteer role at various locations as directed by (Council/ responsible person).

   1.6 Your volunteer role will be available on (day/s) for (hour/s) or will vary as Council requires but will not exceed 15 hours a week or 7.5 hours per day.

   1.7 Your contact person at (Council) is (Name of responsible person).
2. **(Council) responsibilities to the volunteer**

2.1 Council will

(a) Provide you with information and policies relevant to your role.

(b) Provide a safe environment and such personal protective equipment as may be required to meet the requirements of your role.

(c) Provide support and supervision as required.

(d) Provide an induction or orientation to (Council) and your role.

(e) Provide insurance for you in your performance of your duties during scheduled volunteering hours.

(f) Advise you of any changes to policy or legislation that may affect your role.

(g) Provide a uniform or travel allowance if applicable.

(h) Identify feedback and grievance opportunities available to you.

(i) Value, respect and recognise your role as a volunteer.

3. **Your responsibilities to (Council)**

3.1 For the duration of this volunteer role, you agree to:

(a) Read and adhere to any applicable Council policies and comply with any applicable legislation.

(b) Follow the instructions of (responsible person) and undertake your duties in accordance with (Councils) Work, Health and Safety and Risk Management policies.

(c) Be reliable and punctual and inform (responsible person) if you are unable to attend at a scheduled time.

(d) Participate in any required orientation, training or induction processes.

(e) Provide a positive image on behalf of (Council) whilst undertaking your volunteer duties.

(f) Not disclose confidential information to third parties.

(g) Provide a copy of relevant licenses, certificates or police clearances/checks as required.

If you have any questions about the terms and conditions of employment please contact (responsible person) on (contact details).

Thank you again for offering your time and expertise to assist [Council] in its work on behalf of our community.

Yours sincerely,

(Name)

(Job position)

(Council)
Roles and Responsibilities

I. Volunteer Position Description

The volunteer position description is one of the most important tools in your kit.

Confusion around job roles and expectations arises when there is no position description or one that is unclear. The position or role description sets out the expectations your Council has for the volunteer. Clear guidelines on the skills and time required also benefit your recruitment process, by ensuring that both volunteer and management understand the requirements and responsibilities of the role. Writing a position description can also be a tool for deciding if the role requires a paid staff member or can be filled by a volunteer, dependent on time, skills, licences or range of duties required.

The position description should be written in conjunction with performing a risk analysis of the role. This is not only best practice but identifies any risk management training you will need to provide. Just as with a paid position, a long term volunteer role may evolve to incorporate other duties and may change in nature. If your volunteer is harmed or injured performing a role that was not outlined in the position description your insurance may not cover the cost of any medical expenses. To ensure that this is still a role for a volunteer and not a paid position, it is important to reflect these changes by updating the position description. This also ensures clarity around the responsibilities required of the volunteer.

A volunteer position description and a risk analysis of the position need to be done prior to the volunteer commencing any work.

There are some tools available such as Designing Volunteer Roles and Position Descriptions - Volunteering Australia; which provides some guidance on how volunteer roles are different to paid roles. This helpful document provides a basic framework and questionnaire. It should be read in conjunction with this section and refer to the diagram The Volunteer Management Paradigm Pyramid on page 15 for further clarification.

A volunteer position description should include:

Who you are

You don’t need to go into great detail in this section but the ‘who you are’ information provides simple information about the function of Council. You can include in this section key principles or future strategic aims. This background helps orientate a volunteer to their role.

What the role is

This section is where you provide the basic information of the position available such as:

- The position title
- The name of the department or unit where the position is
- Location of position
- Average hours of work per week/fortnight, time of work (AM/PM) and days of engagement. Specify if this is negotiable or not
- Start and end date (if applicable) of project

Accountability

Who is the person charged with the day to day supervision of the volunteer?

The requirements of the role

Being specific about the duties they will undertake will help you and a volunteer identify if this is the right role for them. This section is where you include your essential and desirable requirements and include the duties of the position. Items such as:

- Key responsibilities
- Physical nature of the work
- Prior skills or experience
- Personal attributes
Clarity in this area will help you attract the volunteer your organisation is looking for; however, try not to be too specific. If there is a desirable trait or skill that can be taught on the job, include this information. You don’t want to exclude a volunteer who would suit a position from volunteering because they think they do not have the desired skills. Properly defining the role also will help to avoid any confusion about any crossover with the work of paid staff. The volunteer needs to know what you expect, but also be clear about the limits on their duties.

**Prerequisites of the role**

While some of these items will be provided by your Council to the volunteer, be clear to the volunteer that they must agree to such training or clearance prior to the role commencing. This section will also include skills or minimums that the volunteer must possess before commencement that your Council can not provide. Make sure to highlight the difference between these to the volunteer, e.g. your Council will pay for the police clearance but not a first aid certificate.

- Education or training certificates required for the role
- First aid certificate
- Police clearance
- Medical check
- Working with vulnerable people
- Driver’s licence

**Why should they volunteer?**

Be clear about anticipated benefits for both the volunteer and Council. Volunteers are looking to give back to their community and need to feel that a role complements their experience and skills as well as being useful. In this section include:

- Personal benefits to the volunteer
- Skills that the volunteer will learn through this role

- How this role benefits Council
- How this role benefits the community
- How this role relates to Council’s mission and strategic goals
- Any opportunities of further volunteer roles or paid job openings if applicable

**Your position description should include**

- The date
- Signature of volunteer
- Signature of volunteer manager

You may also choose to include a review date of the position description if this is an ongoing role.

Ask your volunteers for feedback on their position description after engagement. They will be the ones who will have noticed if you have failed to mention anything crucial. As well as creating a specific position description you also can formulate templates for use within your Council that can be amended if and as required.

"A volunteer position description and a risk analysis of the position need to be done prior to the volunteer commencing any work."
# Volunteer Position Checklist

### (Council Name)
- Describe your council’s geographical area
- Provide a link to (or attach) your council’s statement of commitment to volunteers (e.g. in a strategic plan or policy statement)

### Role description
- Role title – be as specific as possible e.g. identify the work location and a main duty such as Library re-shelving volunteer or community driver

### Location of the position
- Identify the primary work location of the position (and any likely alternatives)
- Identify public transport options
- Identify wheelchair and other accessibility provisions

### Hours of the position
- Is the volunteer required regularly every week?
- Are specific days required?
- Is it outside of 9-5 working hours?
- Are the hours or days of the position flexible?

### Commencement date
- What time and date will the volunteer start?
- Is there an end date to this position?
- Is the position ongoing?

### Responsible person
- To whom does the volunteer report?
- How will the role be supervised? For example -
  - Does the volunteer need to be comfortable with minimal supervision, and/or
  - Does the role involve mainly working alone and independent of others?
Volunteer Position Checklist

**Broad Role Requirements**

- Key responsibilities
  - What will the volunteer do? What are the core duties?
  - Might duties outside of the core duties also arise? If so, what are they?
  - Who will the volunteer work with?
  - Is training and/or induction required?
  - Does Council require and provide a uniform or equipment?
  - How is the volunteer reimbursed if the role involves travel?

- Some characteristics of the role
  - Is the position physically demanding?
  - Does it require extended periods of activity that may place particular requirements on a person (sitting, typing, walking, lifting, bending etc)?

- Personal attributes
  - Would the role benefit from someone with a specific attribute i.e. will the role require repetitive tasks that need patience?

**Prerequisites to undertaking the role**

- Prior skills or experience
  - Are any pre-existing skills and/or experience a requirement of this role?
  - Are there skills or experience that will be desirable if not essential?
  - Is a driver’s license required? What sort?
  - Is a certificate or other qualification required e.g. First Aid or a trade certificate?
  - Is the volunteer required to undertake a medical?
  - Will the volunteer be working with particular groups of people? Does this have implications for skills and attributes sought?
  - Is the volunteer required to undergo a police check?
Benefits of the role

- How does this role help Council and the community?
- What are the personal benefits to the volunteer?
- What skills or other benefits can the volunteer gain from this role?
- Can the volunteer obtain a reference from Council for performing this role?
- Will future opportunities arise from undertaking this role e.g. could it lead to the opportunity to apply for a paid position or a more highly skilled volunteer role?

Review date

- If you intend to reuse this form for other volunteers it is advisable to review the description to ensure that it responds to existing expectations from time to time.
- If the role is ongoing, it is advisable to review the position description regularly to ensure that it covers all the duties being performed.
Comparative Roles and Goals

Elected Members

Elected Members are not considered volunteers for these purposes. Although Elected Members do not receive remuneration for their position, their role within Council has differing obligations and responsibilities to their community than a volunteer position does. This applies to Section 41 committees or other Council committees. This is not to say that Elected Members or members of Council committees cannot volunteer within their community, however they do so as a local citizen and the same policies and legislation apply to them as any other volunteer. If your Council does not require a stand alone policy on Elected Members, a good place to distinguish who is or is not a volunteer is under the ‘definitions’ section of your volunteer policy.

Volunteer Manager/ Coordinator

Depending on the size of your Council, you may have a dedicated Volunteer Manager or Coordinator. This position may be shared by a number of Council employees or may be the sole responsibility of one employee and may be full or part time. Alternatively, your Council may not have a Volunteer Manager or Coordinator and this role may fall to different staff members at various times. The best practice recommendation is that anyone who is supervising a large number of volunteers would have prior experience in this role, have undertaken specific training or would be willing to undertake such training. Volunteer Managers and Coordinators are the first point of call in the office for all volunteers and those who work with and/or supervise them. It is their responsibility to ensure that all policy is in line with current legislation and to control the induction, maintenance and exit strategies of volunteers.

Human Resources

Human Resource (HR) staff are the first point of contact in offices for hiring and conflict resolution. While the placing and interviewing of volunteers does not generally include HR, they may need to intervene in situations involving volunteers that involve conflict or confusion. Job roles that would normally fall to HR when concerning paid staff will normally fall to the volunteer manager/coordinator in the case of volunteers. For good volunteer management, individuals should seek to emulate the same recruitment and management procedures that HR would normally follow.

Workplace Representative (WPR)

The Workplace Representative (WPR) is the point of contact in the office for your Union. WPR’s, sometimes known as Delegates or Shop Stewards, are there to help with issues or questions any member or non-member may have. WPR’s hold varied roles and work alongside paid staff and volunteers to have a key component in ensuring that a healthy relationship exists between members of the Union and volunteers. One of the common issues a Union WPR can face in working with volunteers is a dispute over what is paid or unpaid work, often associated with unclear documentation, guidelines or direction. The Volunteer Coordinator should always be in communication with the Union WPR about how and when a volunteer will be utilised within an area. Referring back to the agreement and guides within this Toolkit is a good place to start if you feel that volunteers or workers rights are being abused.
Volunteer

As a volunteer your contribution to your organisation should be valued and respected. Volunteers have the right to a safe work environment and the right to choose what roles they undertake. Volunteer work should be meaningful to the volunteer and the organisation. Volunteers are obliged to follow the policies and procedures of their volunteering workplace. Before undertaking a volunteer role, ensure you have received the right information. Were you shown the documents included in the Toolkit? Do you know what the Council’s volunteer policy is, how often you’ll work and what you’ll be doing? Are you aware of the Work, Health and Safety requirements of your role and the legislation that covers you? Do you know who to talk to if you have questions or queries? This information should be provided to you on induction, if in doubt, speak to your supervisor. Any further enquires should go to the Volunteer Manager/Coordinator. They are there to help you and you are entitled to information about your volunteer position.

Volunteering and Centrelink

Any person in receipt of any Centrelink payment may choose to volunteer and for many people they do so without Centrelink or Job Network Approval. However, under social security legislation, some job seekers are encouraged to volunteer to meet Mutual Obligation and/or Centrelink Activity Test requirements.

For those encouraged to volunteer to meet Centrelink requirements, the aim is for the job seeker to be engaged in voluntary work that provides the opportunity for the individual to gain skills which will directly improve the job seeker’s employment prospects, and/or develop or enhance a job seeker’s ability to work as part of a team, take directions from a supervisor, work independently, communicate effectively and improve motivation and dependability.

The number of hours a job seeker is required to volunteer ranges from 30 hours a fortnight to 240 hours over 6 months and they must be engaged in approved voluntary work – so work that benefits the community.
Local Councils are often approached by people ‘required’ to volunteer for Centrelink purposes. While we struggle with the ‘requirement to volunteer’ which contradicts the ethos of volunteering we do have to acknowledge that the individual has made the ‘choice’ to volunteer. They also choose what organisation they want to be engaged with, the types of tasks they want to do and their availability.

Most importantly though is their motivation. It will be the same as any other person that walks in the door – to develop skills, to meet people, to benefit the community.

Local Councils must see job seekers as genuine volunteers and engage, support and manage them as any other volunteer.

A focus for negotiating and clarifying the relationship of paid staff and volunteers – the Enterprise Agreement

This model clause provides a template for inclusion in your Council’s Enterprise Agreement (EA). It can be considered in its totality, or amended to suit your local requirements.

An effective working relationship between volunteers and paid staff can be reinforced by adopting this sort of statement. The EA is a formal agreement between employees and management that sets the basis for systems of work and working conditions. EA renegotiations usually occur at 2 or 3 yearly intervals.

By discussing the draft with your colleagues you can build understanding about and support for volunteering programs. The best way to start this dialogue is to speak with your Australian Services Union, your respective Union WPR or Organiser. They will be able to advise you when the next round of EA bargaining is scheduled to commence and support you to bring the issue before your fellow employees. As well a leading to a formal position for discussion with management, this process also gives you the opportunity to work through and address any concerns your peers may have about their relationship with volunteers.

Any clause subsequently adopted then becomes part of a clear and commonly supported approach for your Council.

Model Enterprise Agreement Clause

Relationship of volunteers to paid employees

1.1 Council recognises the contribution of volunteers within their organisation and is committed to the growth and maintenance of volunteer programs that complement the work of Council’s paid workforce.

1.2 Council may offer volunteer positions in accordance with the [volunteer policy] on the basis that these positions -

1.2.1 Will not replace full or part-time employee positions nor be used for establishing roles and positions that normally would be undertaken by paid staff; or

1.2.2 Are for a specific project of defined duration or on an ongoing basis as agreed by Council and the volunteer that similarly will not replace full or part-time employee positions nor be used for establishing roles and positions that normally would be undertaken by paid staff.

1.3 While volunteers freely contribute their time without compensation, they shall be entitled to -

1.3.1 Receive recompense for appropriate expenses e.g. if Council requires a volunteer to travel or wear a uniform;

1.3.2 Be protected by appropriate insurance coverage; and

1.3.3 Assume their role after receipt of a clear position description and an adequate organisational induction.

1.4 A volunteer who has contributed their time for a minimum (…) months/years or has contributed more than (…) hours is eligible to apply for internally advertised positions for which they are qualified.
Insurance, Risk Management and Work, Health And Safety

The insurance information is provided by the Local Government Association Mutual Liability Scheme (LGAMLS).

Volunteers of Local Government

Coverage for Liability and Personal Injury

The provision of “insurance” to Volunteers of Local Government can be quite complex. All Councils across South Australia provide their functions and services pursuant to the relevant legislation and within a defined Risk Management Framework. It is therefore imperative that Volunteer functions and Programmes are effectively managed to ensure the safety of Volunteers and the general public.

Councils (as host) have certain legal obligations pursuant to the Volunteers Protection Act 2001 (SA) which states in Section 4:

‘… A Volunteer incurs no personal liability for an actor omission done or made in good faith or without recklessness in the course of carrying out community work for a community organisation.’

And Section 5 which states:

‘… A liability that would, but for this Act, attach to a Volunteer attaches instead to the community organisation for which the volunteer works.’

Liability

For the purposes of (civil) liability, all Councils in South Australia are members of the LGA Mutual Liability Scheme (“the LGAMLS”). The LGAMLS is a self managed fund providing all Councils with liability coverage. The LGAMLS has status within the Local Government Act (“the Act”).

The (liability) coverage provided by the LGAMLS extends to the functions and services provided by Volunteers of Local Government. The Board resolution to ensure coverage states:

“…Cover will extend to volunteers of Council identified by the Council as members of specified groups or individuals assisting Council in clearly defined activities approved and controlled by the Council…”

Personal Accident Insurance

Other insurances have been arranged through Local Government Risk Services (“LGRS”).

Councils in South Australia purchase a Personal Accident Policy of insurance which covers injuries to volunteers whilst engaged in or on any authorised voluntary work on behalf of Council.

The policy provides coverage for:

- Capital Benefits
- Weekly Benefits
- Injury Assistance Benefits
- Modification Benefit
- Funeral Benefit (injury only)

This Policy will cover Volunteers up to the age of 90.

The above is a summary only. For full terms, conditions and exclusions please refer to the Policy wording.

Risk Management

All Volunteers of Local Government must be registered and work within established systems and processes. This will include the requirements pursuant to the OHS legislation. The services provided by Volunteers will be defined to specific Programmes.
Volunteers under the age of 18

Every Council will have a policy on under 18 engagement. Some Councils have a set age limit (i.e. 14 - 16). Other Councils will require volunteers under the age of 18 to volunteer alongside a parent or guardian. In that situation, the parent or guardian should also be registered as a volunteer. Keep in mind that many children live independently before 18 and may not have a parent or guardian to accompany them so you may need to be flexible in those circumstances.

Police checks, background screening and mandatory reporting

Part of risk management is conducting a background screening or obtaining a police check.

Every Council will have a policy on background screening and police checks. You will need to find out what your Council’s policy is. Your Council may make use of programs such as CrimTrac. There are legal obligations involved for Council when volunteer work involves children, young people or vulnerable people and you need to ensure that police checking is done before any volunteer is put into any role involving this type of work.

Background screening is also a useful tool to ensure that you are engaging the right volunteer for the job. Having references to check and conducting a 100 point ID check is best practice. However, remember that many recent arrivals to Australia may not have the same references to rely on and you may need to alter what information you require before engagement. This may apply also to volunteers under the age of 18 but who are considered independent.

Volunteers over 90

Volunteers aged over 90 are not covered by personal accident insurance. They can continue to volunteer provided that they are made aware that they are no longer covered and their activities are re-assessed on a regular basis as being appropriate to their skills and abilities. This may be undertaken in consultation with a medical professional.

Risk Analysis and Risk Management

Volunteering Australia National Standard 4: ‘An organisation that involves volunteers shall clearly specify and control the work of volunteers and ensure that their place of work is conducive to preserving their health, safety and general well-being.’

Every volunteer role will need to have a risk analysis performed to ensure the highest level of safety. Your risk analysis will incorporate how you recruit, select and induct the volunteer into that position. Performing a risk analysis also makes it easier for you to write your position description as you will identify the level of qualifications or skill required for the volunteer to safely perform their role. It also shows that, should anything go wrong, your Council took the correct steps to avoid the risk.

A liability that would, but for this Act, attach to a Volunteer attaches instead to the community organisation for which the volunteer works…”

There are currently no concrete guidelines on whether to police check or background screening volunteers if not working in the conditions set out above. We would recommend discretion with this. If the role does not legally require a police check, consider the financial cost to your Council of obtaining an unnecessary one. More importantly, volunteers who do have a police record are still able to offer their services to the community, in fact this is the essence of volunteering, being allowed to freely give your time to help, and therefore should not be discouraged from doing so. You will have to make the decision on whether the volunteer’s background could negatively impact their suitability for the role.

The LGA website provides a comprehensive framework model on safe environments. It is highly recommended that this document is used as a base for your risk management procedures, along with checking the South Australian Legislative requirements for volunteers and reporting found in the risk management further resources section.

The LGA Model Safe Environment Policy and Procedure Checklist can be found in the models, codes and guidelines section of publications on the LGA website homepage.
Would you like more information on volunteer policies? – Models, Guides and Resources

Are you updating or drafting a volunteer policy for your workplace? Would you like to view more templates and learn how to grow your policy? There are numerous resources available to you free online. Listed below are helpful sites to learn more about writing and maintaining your policy.

Local Government Association (LGA)  
www.lga.sa.gov.au

The LGA website contains material to help Councils meet their obligations to the community, staff and volunteers. Manuals, codes and guidelines can be found in the governance and management category of the website. There also is a comprehensive booklet available as a word document entitled ‘LGA guide to preparing and maintaining Council Policies and Codes of Practice and Codes of Conduct’ that will help you to update your policies and ensure that you are following recommended LGA standards. Please visit their website for further information.
Volunteering SA and NT

Volunteering SA and NT are the peak body for volunteers and the volunteering sector in South Australia. They can be used as your first point of call if you have any queries or require information on the volunteer sector within South Australia. Their services include information and resources for managers and volunteers, up to date news on what’s happening in volunteering state wide and nationally and also provide a local place to advertise volunteer vacancies. The ‘for managers’ section of the website will direct you to these services and more. Please visit their website for further information.

Volunteering Australia

Volunteering Australia is the peak body for volunteering nationwide. It sets the National Standards for involving volunteers in not for profit organisation’s. These are available for free on their website and can be seen as the best practice with which an organisation involving volunteers should comply. An accompanying implementation guide and workbook and resource kit is available for purchase from Volunteering SA and NT. Free access is given to a wide range of volunteer management documents under the publications link. For policy development, download ‘Start Smart’ which runs through the why, what and how of policy development step by step and includes modifiable templates. The website also includes a word version of just the templates included in the Toolkit. Please visit their website for further information.

Volunteering Queensland

Volunteering Queensland provides access to a range of downloadable and modifiable templates for policy management. In the volunteer management section under ‘prepare for volunteer involvement’ you will find the document ‘policy and procedure development’ This sets out each section of the policy and then provides further links to templates on how to complete each section. Volunteering Queensland always refers back to Volunteering Australia’s National Standards. You can also access their checklist of policies and procedures which will run through volunteering National Standards and all documents required to comply with them. A template for feedback on your volunteer policy from the volunteer is also provided. Please visit their website for further information.

Would you like more information on volunteer induction? - Handbooks

Councils who have large or well established volunteer programs may have a handbook that can be given as part of the induction process. Handbooks are visual and generally easy to read with only the must know information included and therefore a good communicating tool. Handbooks are also a great way to recruit volunteers. Descriptions and photographs of volunteer roles or events in your community are a great way of engaging with new volunteers and supporting your Council. Examples listed below come from South Australia and interstate and cover metropolitan and regional Councils.

Adelaide City Council Volunteer handbook

The Adelaide City Council (ACC) volunteer handbook is a concise pack of all the minimum information needed for volunteer engagement. Running through Councils vision, volunteer rights, and covering simplified Council policies. It has directions for further information and is a good example of how a lot of information can be communicated succinctly. Please visit their website for further information.

Alexandrina Volunteer information and Orientation

The Alexandrina Council’s handbook demonstrates how a handbook can cover all induction processes simply. The handbook also highlights the positive role volunteers contribute to their Council and what positions they undertake. Please visit their website for further information.
Swan Hill Volunteer information Kits

www.swanhill.vic.gov.au

The Swan Hill Rural City Council offers two guidebooks on its website, one for large organisation’s and one for small organisation’s. Both guidebooks are comprehensive and cover all the areas listed in the induction section in this Toolkit. The information kits also offer a few templates. A useful tool if you would like to see how to incorporate new sections of induction into your process. Please visit their website for further information.

City of Newcastle Induction

www.newcastle.nsw.gov.au

The City of Newcastle’s ‘Short + Sweet’ induction handbook is just that. Short and sweet. It is a good example of how you can condense all relevant information into a small document that’s easily and quickly read. Please visit their website for further information.

Would you like more information on Induction? – Grievance and Dismissal, Recruitment and Selection and Appraisal and Recognition

Grievance and Dismissal Procedures

Volunteering SA and NT

www.volunteeringsa-nt.org.au

A part of your induction should involve grievance procedures. Unfortunately, as within any workplace, disputes and grievances may arise and your volunteers need to be informed of the correct process in which these situations are handled within your workplace. A volunteer role may have naturally come to an end or a volunteer may no longer be suited for a position. This can be an emotional or upsetting process for both the volunteer and the Council employee responsible. The volunteer should have access to and be informed of the grievance procedures that are applicable to paid staff in your organisation. Any further queries from paid staff or volunteers should be directed to Volunteering SA and NT. You can also check the training sessions available through Volunteering SA and NT which covers issues such as ‘working with volunteers-dealing with tricky situations’. This is available on their website.

The below resources may also be of use to you when dealing with grievances or dismissing a volunteer.

Saying goodbye to a volunteer - there’s a right way and a wrong way to dismiss someone. Please see the online version of the Toolkit for the link.

Volunteer Program Management – An Essential Guide, by Joy Noble, Louise Rogers and Andy Friar (particularly page 149) available for purchase online from Volunteering SA and NT. Please visit their website or view the online version of this toolkit for the link.
Office for Volunteers (OFV)

The Office for Volunteers provides an online copy of the Volunteer Managers Workgroup volunteer management resource pack. This pack includes information on many of the areas involved in induction and links all information to National Standards. It also provides web links to further information in each section. The OFV also offers fact sheets available free on line. Please visit their website for further information.

Recruitment and Selection

One of the most important processes of your induction is your recruitment and selection procedures. A comprehensive set of guidelines about how to attract the right volunteers to your Council will ensure you not only create a mutually satisfying relationship between volunteers and Council but avoid conflicts that may arise from incorrectly placing a volunteer in a role that they are not suited to. By selecting a suitable volunteer through rigorous recruitment and selection procedures also means that you can avoid some of the more uncomfortable parts of volunteer engagement such as dismissal. Below are resources available online to guide you in your recruitment processes.

Volunteering Queensland

Please visit Volunteering Queensland’s website for links to further resources and templates around the recruitment and selection process, found in the resource central section.

Australasian Association of Managers of Volunteers (AAMoV) (Formerly Australian Association of Volunteer Administrators – AAVA)

The AAMoV is an organisation offering professional support and development to volunteer managers in both Australia and New Zealand. Their website offers many resource guides available for download with comprehensive information and numerous templates. You can also become a member of AAMoV and gain access to their extensive member-only online resources.

Appraisal and Recognition

Having a process of feedback and review of your policies and procedures ensures that these remain up to date and relevant to your Council. Alongside this, you should also allow avenues of communication for a volunteer to reflect on their experiences and provide feedback on their engagement. In doing this, you can also regularly review how the volunteer is progressing. Having structured channels for feedback provides both Council and a volunteer with the opportunity to maintain a healthy and respectful working relationship, identifies any issues or concerns before they become larger problems, supports and strengthens Council policies and procedures through volunteer feedback and acknowledges to the volunteer that their contribution to Council and the community is valued.

It is important that volunteers do not feel like the work they do is unappreciated or unimportant. Provided below are links to volunteer certificates you can use to recognise the work of those who have contributed their community. You will also find links to review procedures for the volunteer, volunteer role and Council policies.
Volunteering Queensland

Volunteering Queensland offers numerous resources available covering all steps of volunteer engagement from the recruitment process to exit interviews. From the main webpage, head to the ‘Resource central’ section, in that area you will find a section titled ‘Volunteer management’ which will list all the resources available for download and use. Please visit their website or view the online version of this toolkit for the link.

Volunteering Queensland

Volunteering Queensland has online resources available for download to help you in the performance assessment and review process of volunteers. Please visit their website for further information.

The OFV offers certificates of recognition for your volunteer. Examples are on display online and are available by contacting the OFV http://www.ofv.sa.gov.au/certificates.htm

Volunteering Australia

Volunteering Australia offers adaptable templates for many aspects of induction. The link below will give you templates in word format for:

- Volunteer contact details
- Confidentiality
- Out of pocket expenses – per kilometre reimbursement
- Reimbursement form
- Incident report form

These forms establish the minimum standards in these areas and if your Council does not currently have any of these forms this is a great place to start to ensure you are protecting yourself and your volunteer. Please visit their website or view the online version of this toolkit for the link.

Would you like more information on Induction? - Templates, Models and Checklists

Australasian Association of Managers of Volunteers (AAMoV) (Formerly Australian Association of Volunteer Administrators – AAVA)

For further information on AAMoV you can also contact Volunteering SA and NT. Listed below are sections found on their website that are helpful in the induction process.

- ‘Design and Advertise’
- ‘Appointment and Induction’
- ‘Written Warnings and Reprimands’
- ‘Training’

Please visit their website or view the online version of this toolkit for the link.
Would you like more information about letters of engagement? – Templates and information

**Fair Work Ombudsman (FWO)**  

The Fair Work Ombudsman offers advice and support for Australian workplaces. The site offers free online modifiable templates of letters of engagement which you can use to suit your own needs. Aimed at the paid employee-employer relationship, it is still a useful source to show how a letter of engagement is constructed. Please visit their website or view the online version of this toolkit for the link.

**Australasian Association of Managers of Volunteers (AAMoV) (Formerly Australian Association of Volunteer Administrators – AAVA)**  
[www.aava.asn.au](http://www.aava.asn.au)

The AAMoV offers an engagement letter template for volunteers that you can adapt to your own needs. Please visit their website or view the online version of this toolkit for the link.

Would you like further information on deciding if a role is suitable for paid staff or a volunteer?

**Volunteering SA and NT**  
[www.volunteeringsa-nt.org.au](http://www.volunteeringsa-nt.org.au)

Volunteering SA and NT can be of assistance if you would like further help with deciding if a position is suitable for a volunteer or not. You can contact them via email or phone. Their website also contains a list of resources available for purchase over the telephone or at their Adelaide Head Office. Many of these resources can guide you in your decision on delineating paid or unpaid roles. Highly recommended is the book ‘Volunteers and Paid Staff: Working in Unison’ by Moira Deslandes and Joy Noble AM which is available to purchase as an e-book or hard copy. The Agreement Between SA Unions and Volunteering SA and NT can be found on the Volunteering SA and NT website in the ‘training’ section or on the SA Unions website. Please visit their website for further information.

**Volunteering Australia**  
[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

Volunteering Australia offers a free online Toolkit ‘Designing volunteer roles and position descriptions’ that contains a checklist to run through when deciding if a role should be paid or can be performed by a volunteer. This Toolkit provides work sheets to help clarify the role and position and is the same document recommended when looking for further information on designing a position description. Please visit their website for further information.

**Volunteering Queensland**  
[www.volunteeringqld.org.au](http://www.volunteeringqld.org.au)

Volunteering Queensland offers numerous fact sheets on how to establish a volunteer role in your Council and deciding if the role is viable in their ‘Resource central’ section. Please visit their website for further information.

“ This Toolkit provides work sheets to help clarify the role and position and is the same document recommended when looking for further information on designing a position description.”
Would you like further information on Position Descriptions or Comparative Roles and Goals?

**Position Descriptions**

**Volunteering Australia**

[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

Volunteering Australia offers a free online Toolkit ‘Designing volunteer roles and position descriptions’ that contains information and a template to help you design a position description. This Toolkit provides work sheets to help clarify the role and position and is the same document recommended when looking for further information on paid / unpaid guidelines. Please visit their website for further information.

**Volunteering Queensland**

[www.volunteeringqld.org.au](http://www.volunteeringqld.org.au)

Volunteering Queensland offers a useful fact sheet on why role descriptions are so important to good engagement and also a template for a simple role description. Please visit their website for further information.

**Energize Inc.**

[www.energizeinc.com](http://www.energizeinc.com)

Energize Inc. is a North American based firm dedicated to enhancing the volunteer sector and supporting those who work in it through training and learning materials. There are numerous free online resources available and also many resources available for purchase. Please visit their website for further information.

**Australasian Volunteer Program Management (OzVPM)**

[www.ozvpm.com](http://www.ozvpm.com)

OzVPM is run to support the volunteer sector in the Australasian district and is a partner organisation to Energize Inc. OzVPM offers training as well as online forums and articles to discuss volunteering. The site contains an online bookshop with volunteering resources available to purchase. Please visit their website for further information.
The City of Norwood, Payneham and St. Peters  
www.npsp.sa.gov.au

For more information on Elected Members volunteering please see The City of Norwood, Payneham and St. Peters ‘Volunteer Policy’ which includes a section on Elected Members volunteering and an appendix with guidelines for this process. Please visit their website for further information.

Accredited Training Opportunities

To help fulfill your specific role requirement and to further your career, whether in volunteer management or volunteering, you may decide to undertake some training or seek to gain a certificate or diploma.

The Active Volunteering Certificates I – III are nationally recognised qualifications specifically developed for volunteers. Certificate I is set for about a year 10 level and can be a great entry point for new volunteers. Most volunteers would be able to complete Certificate II or III. There are currently (2012) 5 training organisation’s offering Active Volunteering Certificates in South Australia. Visit Training.gov.au for more details on the certificates, or speak to Volunteering SA and NT, Northern Volunteering (SA) based in Salisbury or Southern Volunteering (SA) based in Noarlunga.

For Volunteer Managers, there is currently a Certificate IV in Volunteer Work Coordination, Diploma of Community Services or Advanced Diploma in Community Sector Management. Visit training.gov.au for details regarding who is offering these qualifications. As they are under review they may change at the end of 2013. Speak to your local resource centre or Volunteer SA and NT for updated details. Currently TAFESA offers these qualifications.

Skills for All  
www.skills.sa.gov.au/

Skills for All is a South Australian Government initiative focused on providing low or no cost vocational and educational training through numerous training providers in various fields of work. You will need to check the website for eligibility and courses offered.

Currently they are offering the Certificate in Active Volunteering I, II and III (offered in conjunction with Volunteering Australia) as well as a Certificate IV in Volunteer Program Coordination.

Non Accredited Volunteer or Volunteer Management Training

Volunteering SA and NT  
www.volunteeringsa-nt.org.au

Volunteering SA and NT provides numerous training sessions covering all aspects of volunteer engagement and management. These vary from half day workshops to comprehensive National Standards workshops. Locations for the workshops are based both regionally and in the Adelaide greater metropolitan. The training calendar on the website lists all upcoming training days. For more information you can contact Volunteering SA and NT

Northern Volunteering (SA)  
www.northernvolunteering.org.au

Northern Volunteering (SA) (NVSA) is a Volunteer Resource Centre based in Salisbury. They provide a wide range of non accredited training for both volunteers and volunteer managers. This includes an extensive range of fee for service training for both volunteers and managers; volunteer program consultancy; volunteer program audits, manager mentoring and volunteer program development. NVSA developed a 4 day Summer School specifically designed as an introduction to volunteer management and offered several times during the year; They also operate a face to face volunteer referral service in Adelaide’s north up to Gawler and a variety of other support services. Visit the website for up to date training details, calendar plus a range of resources and information sheets.
Southern Volunteering (SA)

Southern Volunteering (SA) Inc is a Volunteer Resource Centre based in Christie Downs, serving the south metropolitan area and the Fleurieu Peninsula. Services provided include recruitment and referral of volunteers plus skills training, advice and advocacy for both volunteers and volunteer managers. Southern Volunteering facilitates a network group for volunteer managers and coordinators on a two-monthly basis. Training programs and meeting dates are available on the web site www.svsa.org.au or by phoning 8326 0020.

Limestone Coast Volunteer Resource Centre

The Limestone Coast VRC provides volunteer placements, access to volunteer training and support for volunteer managers.

Would you like further information on Insurance, Risk Management or Work, Health and Safety procedures?

Volunteering Australia

Volunteering Australia, as the national peak body, provides up to date information on insurance, risk management and Work, Health and Safety best practice procedures. These are aimed at the volunteering community as a whole, so you may find that some information or guidelines will not relate to you in Local Government, however most of the information is applicable to everyone. The ‘Running the Risk’ Toolkit covers why risk management is important, the FAQ’s of risk management and how to implement good risk management in to your workplace. It also provides templates to assist you further. The fact sheet ‘Screening and the Recruitment Process’ gives information on how application screening and recruitment are involved in your risk management procedures. Please visit their website or view the online version of this toolkit for the link. Note that this toolkit is based on an older version of the Risk Management Standards (2002) and these have changed. The toolkit does not include a discussion of the latest ISO 31000 standard.

Safe Work Australia

Federal Legislation can be confusing when engaging volunteers or trying to find out information for current volunteers. Safe Work Australia now has a dedicated volunteer section in which you can find all the current relevant information on volunteers, Work, Health and Safety and risk management.

Office for Volunteers (OFV)

The Government of South Australia’s Office for Volunteers (OFV) has produced a manual that is a comprehensive guide to all aspects of risk management, control and analysis. It is a step by step guide on how to implement these procedures in your workplace. Please visit their website for further information.

Local Government Association (LGA)

The LGA Mutual Liability Scheme (MLS) is a voluntary scheme offered by the LGA to provide public liability and professional indemnity insurance to the Local Government industry. If your Council works with the MLS (currently all Councils do but check to make sure) you will have access to the Local Government Risk Services (LGRS) secure website, on which you can obtain a copy of the MLS best practice volunteer management guide ‘Covering All Bases’. Please visit their website for further information.

Australasian Association of Managers of Volunteers (AAMoV) (Formerly Australian Association of Volunteer Administrators – AAVA)

The AAMoV is an organisation offering professional support and development to volunteer managers in both Australia and New Zealand. Their website offers many resource guides available for download with comprehensive information and numerous templates. Please visit the work, health and safety section of their website for further information.
Volunteering Queensland

Volunteering Queensland has links to resources and templates in relation to risk management and risk analysis procedures in the resource section of their website. Please visit their website for further information.

Volunteering SA and NT

Volunteering SA and NT are able to advertise your volunteer roles or help you locate volunteers for specific roles. Please contact Volunteering SA and NT for more information.

Government of South Australia
Attorney-General’s Department
South Australian Legislation

The Government of South Australia’s Attorney-General’s Department South Australian Legislation site provides information on all South Australian pieces of legislation. Available on this site is a copy of the Volunteer Protection Act 2001 (SA). Please visit their website to view.

SEEK Volunteering

SEEK offers a portal for volunteer organisation’s called govolunteer to advertise their roles. Volunteers can utilise the site by searching for volunteer positions they may like to apply for. Access is free but positions can only be advertised through Volunteering SAandNT or Northern Volunteering (SA).

Volunteer Positions – International

Australian Volunteers for International Development

The Australian Volunteers for International Development is an Australian Government AusAID initiative. It provides volunteer positions for qualified Australian Citizens to use their skills on projects to aid development internationally.

Australian Volunteers International (AVI)

Australian Volunteers International (AVI) is a not for profit, independent organisation aimed at placing highly skilled Australian volunteers in positions internationally that aid development and grow the community.

Further information on available volunteer roles

Volunteer Positions – Australia
Australian Services Union  
SA + NT Branch (ASU)  
Secretary: Katrine Hildyard  
5-9 Rundle Street Kent Town 5017  
Postal Address PO BOX 2217 Kent Town SA 5071  
Phone: (08) 8363 1322  
Fax: (08) 8363 2225  
Email: union@asu-sant.asn.au  
www.asu-sant.asn.au

Local Government Association (LGA)  
CEO: Wendy Campana  
Ground Floor 148 Frome Street Adelaide 5000  
Postal Address GPO Box 2693 Adelaide SA 5001  
Phone: (08) 8224 2000  
Fax: (08) 8232 6336  
Email: lgasa@lga.sa.gov.au  
www.lga.sa.gov.au

Local Government Volunteer Managers Network (LGVMN)  
Chair: Mike Feszczak  
Phone: (08) 8384 0574  
Email: micfes@onkaparinga.sa.gov.au  
Further details available at:  
www.lga.sa.gov.au

Local Government Managers Australia (LGMA)  
Community Managers Network  
Chair: Cam Opie  
Phone: (08) 8291-7990 (LGMA SA)  
3-5 Hauette Tce, Eastwood SA 5063  
Email: executive@lgmasa.org.au  
www.lgmasa.memberlodge.org

Volunteering SA and NT  
Level 5 182 Victoria Square Adelaide 5000  
Phone: (08) 8221 7177  
Country Callers: 1300 135 545  
Fax: (08) 8221 7188  
Email: reception@volunteeringsa-nt.org.au  
www.volunteeringsa-nt.org.au

Darwin Office  
Shop 8 /41 Cavenagh St Darwin NT 0800  
Phone: 08 8981 0027  
Email: darwin@volunteeringsa-nt.org.au

Alice Springs Office  
Anungu House 44 Bath Street  
Alice Springs NT 0870  
Phone: 08 8952 9630  
Email: Alice.Springs@volunteeringsa-nt.org.au

Volunteering Australia  
www.volunteeringaustralia.org.au

Office for Volunteers (OFV)  
Email: ofv@agd.sa.gov.au  
www.ofv.sa.gov.au

Volunteer Resource Centres (VRC)  
Please contact for opening hours  
Any queries or issues with contact details please contact  
Volunteering SA and NT  
www.volunteeringsa-nt.org.au

Copper Coast VRC – Old Railway Station  
Blanche Terrace Moonta 5558  
PO BOX 396 Kadina 5554  
p. (08) 8828 1200  
f. (08) 8825 3743  
e. info@coppercoast.sa.gov.au

Clare and Gilbert Valley VRC  
Clare Public Library  
33 Old North Road Clare 5453  
p. (08) 8423 3817  
f. (08) 8423 3871  
Email: lyburn.heather@plain.sa.gov.au

Saddleworth Volunteer Information Hub  
Saddleworth Library and Community Centre  
19 Belvidere Road Saddleworth SA 5143  
p. (08) 8847 4096  
f. (08) 8847 4215

FURTHER RESOURCES
Flinders Ranges Council VRC
1 Seventh Street Quorn 5433
Ph: (08) 8648 6031
Email: vic@flindersranges.com

Gawler Volunteer Resource Centre
65 Angle Vale Road Evanston Gardens 5116
p. (08) 8522 9207
f. (08) 8522 7899
e. volunteering@gawlersa.gov.au
e. kellie.stewart@gawlersa.gov.au

Hills Volunteering
p.0437 034 806
e. hillsvolunteering@thehut.org.au
Please contact to be directed to your nearest volunteer service

City of Holdfast Bay VRC
Brighton Civic Centre
24 Jetty Road Brighton 5048
p. (08) 8229 9983
f. (08) 8298 4561
e. AWilliams@holdfast.sa.gov.au

Volunteer Information Hub
Kingston District Council
29 Holland Street Kingston SE 5275
p. (08) 8767 2033
e. hschinckel@kingstondc.sa.gov.au

Limestone Coast Volunteer Resource Centre
Naracoorte Community Centre
80 Ormerod Street Naracoorte 5271
p. (08) 8762 2388
f. (08) 9872 3139
e. jan.bittner@nlc.sa.gov.au
www.volunteeringlimestonecoast.com

Limestone Coast Information Hubs
Volunteer information Hub – District Council of Grant
Port MacDonnell Community Complex
5 - 7 Charles Street Port MacDonnell 5291
p. (08) 8738 3000
e. rtc@dcgrant.sa.gov.au

Volunteer Information Hub – City of Mt Gambier
Mount Gambier Civic Centre
10 Watson Terrace Mount Gambier 5290
p. (08) 8721 2555
e. gploenges@mountgambiersa.gov.au

Volunteer Information Hub – Wattle Range Council
Millicent Library
Ridge Terrace Millicent 5280
p. (08) 8733 0900
e. Karen.lock@wattlerange.sa.gov.au

Volunteer Information Hub – Tatiara District Council
Bordertown Public Library
Woolshed Street Bordertown 5268
p. (09) 8752 1044
e. naomifallon@tatiara.sa.gov.au

Volunteer Information Hub – Robe District Council
Robe Library and Visitor Information Centre
Mundy Terrace Robe 5276
p. (08) 8768 2003
e. kellie@robe.sa.gov.au

Mount Remarkable VRC – District Council of Mount Remarkable
5 Stuart Street Melrose 5483
p. (08) 8666 2014
e. cedo@mtr.sa.gov.au

Northern Areas Council VRC
94 Ayr Street Jamestown 5491
p. (08) 8664 1139
e. rebecca.jeisman@nacCouncil.sa.gov.au

Northern Volunteering
39 John Street Salisbury 5108
p. (08) 8250 1582
f. (08) 8281 0410
e. nvs@internode.on.net
www.northernvolunteering.org.au

This project has been assisted by the Local Government Research and Development Scheme
**FURTHER RESOURCES**

**Riverland Information Hubs**

**Volunteer Information Hub – Berri**
Berri Public Library
Kay Avenue Berri 5343
p. (08) 8595 2666

**Volunteer Information Hub – Barmera**
Barmera Public Library
4C Barwell Street Barmera 5345
p. (08) 8588 2872

**Volunteer Information Hub – Loxton**
Loxton Public Library
East Terrace Loxton 5333
p. (08) 8584 8051

**Volunteer Information Hub – Waikerie**
Waikerie Public Library
Strangman Road Waikerie 5330
p. (08) 8541 0720

**Roxby Downs VRC – Roxby Downs Council**
Richardson Place Roxby Downs 5725
p. (08) 8671 0010
e. halesm@roxbyCouncil.com.au

**Southern Volunteering Head Office**
Southern Youth X-Change Building
13 McKinna Street Christie Downs 5164
PO Box 481 Noarlunga Centre SA 5168
p. (08) 8326 0020
f. (08) 8326 0024
e. admin@svsa.org.au
\[www.svsa.on.net\]

**Southern Volunteering – Victor Harbour**
Old School Building Torrens Road
Victor Harbour 5211
p. (08) 8522 7858
f. (08) 8552 7858
e. victorsvsa@internode.on.net

**Streaky Bay VRC**
District Council of Streaky Bay
29 Alfred Terrace Streaky Bay 5680
PO BOX 179 Streaky Bay 5680
p. (08) 8626 1001
f. (08) 8626 1196
e. dcstreaky@streakybay.sa.gov.au

**Volunteering Barossa and Light**
Nuriootpa Library The Barossa Council
43-51 Tanunda Road Nuriootpa 5355
p. (08) 8563 8495
e. volunteering@barossa.sa.gov.au

**City of West Torrens VRC – West Torrens Hamra Centre**
1 Brooker Terrace Hilton 5033
p. (08) 8 8416 6228
e. sofarrell@wtcc.sa.gov.au

**South Australian Council Contacts**

**Adelaide City Council – Town Hall**
128 King William Street Adelaide 5000
p. 08 8203 7203
f. 08 8203 7575
e. city@adelaidecityCouncil.com
\[www.adelaidecityCouncil.com\]

**Adelaide Hills Council**
28 Main Street Woodside 5244
p. 08 8408 0400
f. 08 8389 7440
e. mail@ahc.sa.gov.au
\[www.ahc.sa.gov.au\]

**Alexandrina Council**
11 Cadell Street Goolwa 5214
p. 08 8555 7000 f. 08 8555 3603
e. alex@alexandrina.sa.gov.au
\[www.salexandrina.sa.gov.au\]
### FURTHER RESOURCES

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<td>The Flinders Ranges Council</td>
<td>1 Seventh Street Quorn 5433</td>
<td>08 8648 6031</td>
<td>8648  6001</td>
<td><a href="mailto:Council@flindersranges.sa.gov.au">Council@flindersranges.sa.gov.au</a></td>
<td><a href="http://www.flindersrangesCouncil.sa.gov.au">www.flindersrangesCouncil.sa.gov.au</a></td>
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<td>6 Main Street Cowell 5602</td>
<td>08 8629 2019</td>
<td>8629  2152</td>
<td><a href="mailto:Council@franklinharbour.sa.gov.au">Council@franklinharbour.sa.gov.au</a></td>
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<td>Town of Gawler</td>
<td>89 Murray Street Gawler 5118</td>
<td>08 8522 9211</td>
<td>8522  9212</td>
<td><a href="mailto:Council@gawler.sa.gov.au">Council@gawler.sa.gov.au</a></td>
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<td>Regional Council of Goyder</td>
<td>1 Market Square Burra 5417</td>
<td>08 8522 9211</td>
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<td><a href="mailto:Council@goyer.sa.gov.au">Council@goyer.sa.gov.au</a></td>
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<td>District Council of Grant</td>
<td>324 Commercial Street West Mount Gambier 5290</td>
<td>08 8892 0100</td>
<td>8892  2467</td>
<td><a href="mailto:info@dcgrant.sa.gov.au">info@dcgrant.sa.gov.au</a></td>
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<tr>
<td>City of Holdfast Bay</td>
<td>24 Jetty Road Brighton 5048</td>
<td>08 8229 9999</td>
<td>8298  4561</td>
<td><a href="mailto:mail@holdfastbay.sa.gov.au">mail@holdfastbay.sa.gov.au</a></td>
<td><a href="http://www.holdfast.sa.gov.au">www.holdfast.sa.gov.au</a></td>
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<tr>
<td>Kangaroo Island Council</td>
<td>43 Dauncey Street Kingscote 5223</td>
<td>08 8553 4500</td>
<td>8553  2885</td>
<td><a href="mailto:kiCouncil@kiCouncil.sa.gov.au">kiCouncil@kiCouncil.sa.gov.au</a></td>
<td><a href="http://www.kangarooisland.sa.gov.au">www.kangarooisland.sa.gov.au</a></td>
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<td>District Council of Karoonda East Murray</td>
<td>11 Railway Terrace Karoonda 5307</td>
<td>08 8578 1104</td>
<td>8578  1246</td>
<td><a href="mailto:Council@dckem.sa.gov.au">Council@dckem.sa.gov.au</a></td>
<td><a href="http://www.dckem.sa.gov.au">www.dckem.sa.gov.au</a></td>
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<td>District Council of Kimba</td>
<td>Cross Street Kimba 5611</td>
<td>08 8627 2026</td>
<td>8627  2382</td>
<td><a href="mailto:Council@kimba.sa.gov.au">Council@kimba.sa.gov.au</a></td>
<td><a href="http://www.kimba.sa.gov.au">www.kimba.sa.gov.au</a></td>
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<tr>
<td>Kingston District Council</td>
<td>29 Holland Street Kingston 5275</td>
<td>08 8767 2033</td>
<td>8767  2937</td>
<td><a href="mailto:info@kingstondc.sa.gov.au">info@kingstondc.sa.gov.au</a></td>
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<tr>
<td>Light Regional Council</td>
<td>93 Main Street Kapunda 5373</td>
<td>08 8525 3200</td>
<td>8566  3262</td>
<td><a href="mailto:light@light.sa.gov.au">light@light.sa.gov.au</a></td>
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<td>Railway Terrace Cummins 5631</td>
<td>08 8676 2106</td>
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<td><a href="mailto:mail@dclep.sa.gov.au">mail@dclep.sa.gov.au</a></td>
<td><a href="http://www.lowereyrepeninsula.sa.gov.au">www.lowereyrepeninsula.sa.gov.au</a></td>
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<td>East Terrace Loxton 5333</td>
<td>08 8584 8000</td>
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<td>08 8752 1044</td>
<td>08 8752 1442</td>
<td><a href="mailto:office@tatiara.sa.gov.au">office@tatiara.sa.gov.au</a></td>
<td><a href="http://www.tatiara.sa.gov.au">www.tatiara.sa.gov.au</a></td>
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<tr>
<td>City of Tea Tree Gully</td>
<td>571 Montague Road Modbury 5092</td>
<td>08 8397 7444</td>
<td>08 8397 7400</td>
<td><a href="mailto:cttg@cttg.sa.gov.au">cttg@cttg.sa.gov.au</a></td>
<td><a href="http://www.teatreegully.sa.gov.au">www.teatreegully.sa.gov.au</a></td>
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<td>Cnr. Mortlock Street and West Tarracum Bay 5605</td>
<td>08 8688 2101</td>
<td>08 8688 2639</td>
<td><a href="mailto:dctumby@tumbybay.sa.gov.au">dctumby@tumbybay.sa.gov.au</a></td>
<td><a href="http://www.tumbybay.sa.gov.au">www.tumbybay.sa.gov.au</a></td>
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<td>181 Unley Road Unley 5061</td>
<td>08 8372 5111</td>
<td>08 8271 4886</td>
<td><a href="mailto:pobox1@unley.sa.gov.au">pobox1@unley.sa.gov.au</a></td>
<td><a href="http://www.unley.sa.gov.au">www.unley.sa.gov.au</a></td>
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<tr>
<td>City of Victor Harbor</td>
<td>1 Bay Road Victor Harbor 5211</td>
<td>08 8551 0500</td>
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<td><a href="mailto:localgov@victorsa.gov.au">localgov@victorsa.gov.au</a></td>
<td><a href="http://www.victorsa.gov.au">www.victorsa.gov.au</a></td>
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<tr>
<td>Wakefield Regional Council</td>
<td>Scotland Place Balaklava 5461</td>
<td>08 862 0800</td>
<td>08 8862 1115</td>
<td><a href="mailto:admin@wakefieldrc.sa.gov.au">admin@wakefieldrc.sa.gov.au</a></td>
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<td>Corporation of the Town of Walkerville</td>
<td>66 Walkerville Terrace Gilberton 5081</td>
<td>08 8342 7100</td>
<td>08 8269 7820</td>
<td><a href="mailto:walkervl@walkerville.sa.gov.au">walkervl@walkerville.sa.gov.au</a></td>
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<tr>
<td>Wattle Range Council</td>
<td>George Street Millicent 5280</td>
<td>08 8730 00</td>
<td>08 8733 4999</td>
<td><a href="mailto:Council@wattlerange.sa.gov.au">Council@wattlerange.sa.gov.au</a></td>
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<tr>
<td>City of West Torrens</td>
<td>165 Sir Donald Bradman Drive Hilton 5033</td>
<td>08 8416 6333</td>
<td>08 8443 5709</td>
<td><a href="mailto:csu@wtcc.sa.gov.au">csu@wtcc.sa.gov.au</a></td>
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<td>Darling Terrace Whyalla 5600</td>
<td>08 8640 3444</td>
<td>08 8645 0155</td>
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<td><a href="http://www.whyalla.sa.gov.au">www.whyalla.sa.gov.au</a></td>
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<tr>
<td>Wudinna District Council</td>
<td>11 Burton Terrace Wudinna 5652</td>
<td>08 8680 2002</td>
<td>08 8680 2296</td>
<td><a href="mailto:admin@wudinna.sa.gov.au">admin@wudinna.sa.gov.au</a></td>
<td><a href="http://www.wudinna.sa.gov.au">www.wudinna.sa.gov.au</a></td>
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<td>1 Charles Street Yankalilla 5203</td>
<td>08 8558 0200</td>
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This project has been assisted by the Local Government Research and Development Scheme

**The future of Local Government volunteering**

Volunteering Australia National Standard for involving volunteers in not for profit organisation’s Standard 8: “An Organisation that involves volunteers shall plan and continually review its volunteer management system to ensure that opportunities to improve the quality of the system are identified and actively pursued.”

Volunteering is growing in South Australian Councils. Volunteers who donate their time are a valuable asset to Local Government services and the communities served. For this to continue, volunteers and those who manage them need support.

Contributions to the 2011 Survey and Focus Groups undertaken in the preparation of this Toolkit often highlighted how overwhelming managing volunteers can be. Lack of recognition and support for Local Government volunteers can make a complex job even more difficult for those who try to guide and support them.

Through this Toolkit, and its support for your practical efforts to foster volunteer engagement in your community, we hope to ease some of the pressure felt by those who work with or manage volunteers or volunteer programs.

Our goal also has been to reinforce a mutually respectful and harmonious relationship between paid staff and volunteers. Crucial to this is support for those of you who manage or supervise volunteers to undertake appropriate training if you want to acquire relevant skills to undertake this role effectively.

It might be helpful to reflect that twenty years ago very few people would have heard of a Volunteer Manager, now almost every Council has one. The importance of this role for successful volunteer engagement should not be minimised.

The ASU and LGVMN hope that this Toolkit will be a living document, one that is shared and updated regularly. Along with the LGA, we are committed to the continued growth of volunteering in Local Government in a manner complementary to the work of paid staff. We acknowledge all involved in contributing time and effort for the wellbeing of all our communities.
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