Mackay REGIONAL COUNCIL

Mackay Regional Council

Volunteer Management Strategy

2019-2022

Contents

Executive Summary

Volunteering makes a critical contribution to Australian society. Volunteering contributes to civil society and active participation in building strong, inclusive, and resilient communities (The National Standards for Volunteer Involvement (2015) Volunteering Australia). A strong volunteer culture can underpin social advancement in communities, including building and maintaining social capital, creating large-scale social change, building resilience and tolerance and improving the overall wellbeing of a community.

Not only is there a community-wide impact from volunteering, but there are also important benefits to both individuals and organisations. Volunteers provide skills, time and expertise that is valuable in extending the capacity of the organisation. In 2018, Mackay Regional Council volunteers contributed more than one and a half million dollars of volunteer labour to council programs. Our volunteers are committed to supporting Council and their local community and in doing so impact on the overall community pride and participation in our region. The ongoing commitment of volunteers to Council ensures that we can continue to provide quality, diverse, inclusive and often free services to our community that would be beyond the scope of Council's usual operating resources.

For individuals, there are many positive impacts that are experienced when participating in volunteering. Participants are provided with the opportunity to use or expand on existing skills, or, develop new skills, reduce isolation and enhance their sense of community and general wellbeing.

Imperative to the ongoing development and success of the Mackay Regional Council volunteers is the development of a Volunteer Management Framework. The Volunteer Management Framework will provide a strategic volunteer program delivering a range of opportunities for residents to contribute to the development of their community through volunteering.

The Volunteer Management Strategy will have initiatives and actions that will occur over a three-year period. This medium-term approach allows for forecasting of business impact, better ability to communicate and implement initiatives. This strategy is proposed to evolve into an annual business plan as a part of the 2020+ People and Culture Strategy.

Acknowledgement of Traditional Owners

Mackay Regional Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and Elders, past and present. Mackay Regional Council is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Legal Framework

Council has a range of statutory obligations which relate to volunteers and volunteer management. These include:

Commonwealth

- *Sex Discrimination Act 1984*
- *Australian Human Rights Commission Act 1986*
- *Disability Discrimination Act 1992*
- *Racial Discrimination Act 1975*
- *Fair Work Act 2009*

Queensland

- *Anti-Discrimination Act 1991*
- *Disability Services Act 2006*
- *Work Health and Safety Act 2011*

National Standards

- *National Standards for Volunteer Involvement (Volunteer Australia)*
- *Australian Accounting Standards Board (AASB) 1058 – Income of Not-For-Profit Entities*

What is Volunteer Management?

Volunteer involvement is a two-way relationship, providing an opportunity for organisations to achieve their goals by involving volunteers in their activities, and for volunteers to make meaningful use of their time and skills, contributing to social and community outcomes.

Volunteer management is the deliberate and considered actions that nurture and support volunteer involvement. Successful volunteer management promotes mutually beneficial outcomes for the organisation and the volunteers.

There are seven activities that contribute to effective volunteer management, which fall into the following four categories:

1. Standardised and consistent volunteer processes
2. Volunteer Safety
3. Volunteer Recognition
4. Continuous Improvement

VOLUNTEER MANAGEMENT LIFECYCLE

Successful implementation of Volunteer Management Lifecycle is a significant step towards implementation of the National Standards for Volunteer Management.

Key Strategic Directions & Action Plan

Mackay Regional Council has been utilising the services of volunteers in its operations for more than twenty-five years. The contribution of volunteers to the organisation is significant and cannot be undervalued - many programs could not deliver their services without the support of volunteers.

Mackay Regional Council engages the services of a range of different volunteers, in a variety of activities. The Australian Bureau of Statistics (ABS) has identified, categorised and defined three distinct types of volunteering:

1. *Formal Volunteers* – people who willingly give unpaid help in the form of time, service or skills, through an organisation or group. It does not include people who complete unpaid work under some form of compulsion including work for the dole or study placements.

2. *Informal Volunteers* – the provision of care to someone with a disability, long-term illness or problems associated with old age. It also extends to the provision of care of a child other than their own. This form of volunteering often also includes the support of others outside the individual's home, but not through an organisation.

3. *Spontaneous Volunteers* – people who seek or are invited to contribute their assistance during or after a specific event, e.g. a natural disaster. Spontaneous volunteers are usually not affiliated with an organisation and may or may not have relevant training.

In the context of Mackay Regional Council, there are the following three distinct categories of volunteers:

1. *Formal Volunteers* – people who willingly give unpaid help in the form of time, service or skills, through an organisation or group directly attached to the Programs of Mackay Regional Council. For example, Friends of the Library, Sarina Sugar Shed and Artspace.

2. *Informal Volunteers* – people who willingly give unpaid help in the form of time, service or skills, through an organisation or group not directly attached to Mackay Regional Council. Activities may be on council land, and/or have support (including funding) of council.

3. *Spontaneous Volunteers* – people who seek or are invited to contribute their assistance during or after a specific event. Spontaneous volunteers are usually not affiliated with an organisation and may or may not have relevant training. Spontaneous volunteers may be involved in council run and/or supported activities. For example, National Tree Day.

Spontaneous Emergency Management and Emergency Response volunteers are currently excluded from this Volunteer Strategy. The management of Emergency Management and Emergency Response volunteers currently sits with the Emergency Management program.

To support the continued development of a robust volunteer program, four key strategic directions have been identified to guide future action the Council will take to manage Formal, Informal and Spontaneous Volunteers. The Action Plan consists of identified activities that will be undertaken during 2019-2022, and the Processes for Volunteer Management ensure best practice, and the implementation of the National Standards. The strategic directions include:

1. Standardised and consistent volunteer registration processes: Volunteers are registered, inducted and managed through a consistent set of processes, allowing for planned, targeted and pro-active recruitment and management of volunteers. Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction. Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.

2. Volunteer Safety & Wellbeing: Volunteer activities are undertaken in a manner that is consistent with policies, processes and procedures that apply to Mackay Regional Council staff and contractors. Volunteer safety is valued, and is actively managed and measured. The Council has a robust system of policies and procedures that support and promotes volunteer health, safety and wellbeing in the workplace.

3. Volunteer Recognition: Volunteer contribution, value and impact is understood, appreciated and acknowledged by the Council, staff and the Mackay Community. Volunteers and their skills are recognised, valued and developed. The Mackay region is recognised as a thriving and resilient community through the efforts of its volunteer workforce

4. Continuous Improvement: Mackay Regional Council is seen as a leader in volunteer management. Council is pro-active, innovative, and positively responds to change. Effective volunteer involvement results from a system of good practice, review and continuous improvement, and volunteers feels supported in their roles.

The implementation of the National Standards for Volunteer Involvement is a corner stone of the implementation of the Volunteer Management Strategy.

National Standards

National Volunteer Standards

The National Standards have been developed in consultation with the volunteering sector to support the involvement of volunteers and act as a resource for organisations in which volunteers are involved.

The National Standards for Volunteer Involvement outline the following eight standards for best practice in engaging and managing volunteers:

1. Leadership and management – the governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement.
2. Commitment to volunteer involvement - commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.
3. Volunteer roles – volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.
4. Recruitment and selection – volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.
5. Support and development – volunteers understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties.
6. Workplace safety and wellbeing – the health, safety and wellbeing of volunteers is protected in the workplace.
7. Volunteer recognition – volunteer contribution, value and impact is understood, appreciated and acknowledged.
8. Quality management and continuous improvement – effective volunteer involvement results from a system of good practice, review and continuous improvement.

Mackay Regional Council can use the National Standards in many ways to guide work with volunteers including:

- As a general guide to good practice
- As an audit tool
- As a guideline or checklist to help identify opportunities or making improvements
- As a baseline from which progress in making changes can be monitored and measured
- As a way of gaining recognition and building reputation in engaging volunteers

The successful implementation of the National Standards, will ensure the rights of volunteers are protected, and that they are supported to carry out their roles and responsibilities. These activities will continue to provide significant support to Mackay Regional Council in the delivery of its services to the broader Mackay community.

Australian Accounting Standards Board (AASB) 1058 – Income of Not-For-Profit Entities

In 2017, the Australian Accounting Standards Board (AASB), introduced a new standard 1058 – Income of Not-For-Profit Entities. The purpose of the new standard is to ensure that Not-For-Profits

can better communicate their financial position to donors and avoid inflated surpluses or deficits in reports.

AASB 1058 applies to when an organisation:

1. receive volunteer services; or
2. enter into transactions where consideration to acquire an asset is significantly less than the fair value principally to enable the entity to further its objectives.

Volunteer services are services received by Mackay Regional Council from individuals or other entities without charge or for consideration significantly less than fair value of those services.

Under AASB 1058.18, Mackay Regional Council will recognise volunteer services as income when:

- such services would be purchased if not donated; and
- the fair value of those services can be reliably measured.

MRC also has the **option** to recognise volunteer services if the fair value can be reliably determined, irrespective of whether the services would have been purchased if they had not been donated.

The objective of the new disclosure requirements is to enable users of our financial statement to understand the effects of 'income' on the financial position, financial performance and cash flows of the organisation

Standards Implementation & Priorities

There are eight standards that comprise the National Standards for Volunteer Involvement. Whilst equally important, in the current MRC context, there are several that are higher priority. Standards that reduce the liability and overall organisational risk will be prioritised.

The table below outlines the objective and actions attached to the National Standards, and the priority of implementation.

National Standards for Volunteer Involvement	Objectives	Actions	Priority
1. Leadership & Development	The governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement.	• Responsibilities for leading and managing volunteer involvement are defined and supported. • Policies and procedures applying to volunteers are communicated, understood, and implemented by all relevant staff across the organisation. • The organisation's risk management processes are applied to the organisation's volunteer involvement. • Volunteer involvement records are maintained. • Processes are in place to manage relationships with partner agencies in collaborative volunteer activities.	1
2. Volunteer Involvement	Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.	• The organisation publicly declares its intent, purpose and commitment to involving volunteers. • Volunteer involvement is planned and designed to contribute directly to the organisation purpose, goals and objectives. • Resources (including time, funds, equipment and technology) are allocated for volunteer involvement.	4
3. Volunteer Roles	Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.	• Volunteer roles are designed to contribute to the organisation's purpose, goals and objectives. • Volunteer roles are appropriate for the community, service user or stakeholder groups with which the organisation works. • Volunteer roles are defined, documented and communicated. • Volunteer roles are reviewed with input from volunteers and employees.	5
4. Recruitment & Selection	Volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.	• Volunteer recruitment is planned, with the purpose of attracting volunteers with relevant interests, knowledge, skills or attributes. • Potential volunteers are provided with relevant information about the organisation, the volunteer role and the recruitment and selection process. • Volunteers are selected based on interest, knowledge, and skills or attributes relevant to the role, and consistent with anti-discrimination legislation. • Screening processes are applied to volunteer roles that help maintain the safety and security of service users, employees, volunteers and the organisation.	6
5. Support & Development	Volunteers understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties.	• Volunteers are provided with induction and orientation relevant to their role and responsibility. • Volunteers knowledge and skills are reviewed to identify support and development needs. • Volunteers knowledge and skill needs relevant to their roles are identified, and training and development opportunities are provided to meet these needs. • Volunteers are provided with supervision and support that enables them to undertake their roles and responsibilities. • Changes to the involvement of a volunteer are undertaken fairly and consistently.	3
6. Workplace Safety & Wellbeing	The health, safety and wellbeing of volunteers is protected in the workplace.	• Effective working relationships with employees, and between volunteers, are facilitated by the organisation. • Processes are in place to protect the health and safety of volunteers in their capacity as volunteers. • Volunteers have access to complaints and grievance procedures.	1

National Standards for Volunteer Involvement	Objectives	Actions	Priority
	The Council has a robust system of policies and procedures that support and promotes volunteer health, safety and wellbeing in the workplace.	• Policies, procedures and guidance notes are developed to assist staff in managing volunteers. • Volunteers have access to the Employee Assistance Program. • Volunteers wellbeing is recognised.	1
7. Volunteer Recognition	Volunteer contribution, value and impact is understood, appreciated and acknowledged.	• The organisation and employees understand how volunteers benefit the organisation, service users and the community. • Volunteers are informed about how their contributions benefit the organisation, service users and the community. • The organisation regularly acknowledges contributions made by volunteers and the positive impact on the organisation, service users and the community. • Volunteer acknowledgement is appropriate to the volunteer role and respectful of cultural values and perspectives.	7
8. Quality Management & Continuous Improvement	Council is pro-active, innovative, and positively responds to change	• Council's processes are accredited under the National Volunteer Standards.	2
	Effective volunteer involvement results from a system of good practice, review and continuous improvement.	• Policies and procedures are implemented to effectively guide all aspects of volunteer involvement. • Volunteer involvement is regularly reviewed in line with the organisation's evaluation and quality management frameworks. • The organisation's performance with volunteer involvement is monitored and reported to the governing body, employees, volunteers and stakeholders. • Opportunities are available for volunteers to provide feedback on the organisation's volunteer involvement and relevant areas of the organisation's work.	

Concept Approval

Mackay Regional Council's Senior Leadership and Performance Team (SLPT) reviewed and approved the following high-level actions for the Volunteer Management Strategy in accordance with commitments made as per the Mackay Regional Council Corporate Plan 2016-2021.

#	Initiative	Owner	18-19	19-20	20-21	21-22
	Volunteer Management Strategy 2019 - 2022					
1.	Recruit & hire a dedicated staff member (HR Advisor – Volunteers) that works across all Council programs to ensure consistency in volunteer management.	P&C	⊠	☐	☐	☐
2.	Establish and implement a regular Volunteer Program Coordinators network meeting.	P&C	⊠	☐	☐	☐
3.	Establish and implement a centralised volunteer register and registration process.	P&C	⊠	⊠	☐	☐
4.	Establish and implement a centralised volunteer induction process – general, WHS and site specific.	P&C	⊠	⊠	☐	☐
5.	Establish and implement a consistent method/tool/template to record volunteer contributions (activities, hours, skillsets etc) across programs.	P&C	⊠	⊠	☐	☐
6.	Establish and implement a Council-wide volunteer recognition process.	P&C	☐	⊠	☐	☐
7.	Establish and implement performance management processes suitable for a volunteer workforce.	P&C	☐	⊠	⊠	☐
8.	Establish and implement a feedback and review process.	P&C	☐	⊠	☐	☐
9.	Establish and implement a process to capture feedback from volunteers who cease service with Council.	P&C	☐	☐	⊠	☐
10.	Establish and implement desired numbers of volunteers across the various Council programs, and a process to track current availability of volunteer roles.	P&C	☐	⊠	⊠	☐
11.	Create and maintain Position Descriptions for each volunteer role to help define the work that is required, and the span of days/times that are required for this work to be completed.	P&C	☐	☐	⊠	☐
12.	Design and deliver a volunteer recruitment plan to support the growth of Council's volunteer program.	P&C	☐	☐	⊠	☐
13.	Implement a consistent, centralised application process for potential volunteers – where they can be matched with the various volunteering opportunities available across Council.	P&C	☐	☐	⊠	☐
14.	Designate budget for volunteers within each program that they work with – for training, equipment, reward and recognition activities.	P&C	☐	⊠	⊠	☐
15.	Improve management of existing collaborations with incorporated groups via a standardised MOU with each group that clarifies roles and responsibilities of each party.	P&C	☐	☐	⊠	☐
16.	Review the need for incorporated status with these groups.	P&C	☐	☐	⊠	⊠
17.	Complete self-assessment and accreditation of Volunteering Australia's National Standards.	P&C	☐	☐	☐	⊠

Volunteer Management Strategy Action Plan 2019 - 2022

Objective (include standards)	FY 18-19 Performance Indicator	FY 19-20 Performance Indicator	FY 20-21 Performance Indicator	FY 21-22 Performance Indicator	R	A	C	I	Comments
Standardised and consistent volunteer registration processes									
Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction. Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.									
Recruit & hire a dedicated staff member (HR Advisor – Volunteers) that works across all Council programs to ensure consistency in volunteer management	Appoint staff member				MP&C				
Establish and implement a centralised volunteer register and registration process	Review current process and recommend a way forward	Implement a new process	Review process and implement any changes		HRAV	HRAV	IT & P&C	PM	*May be altered as HRIS project develops*
Establish and implement a centralised volunteer induction process	Review current process and recommend a way forward	Implement a new process	Review process and implement any changes		HRAV	HRAV	IT & G&S	SLPT	
Designate budget for volunteers within each program that they work with – for training, equipment, reward and recognition activities.		P&C budget	Volunteers specific expenses are recorded in program budgets		HRAV	HRAV	MP&C PM	SLPT	
Design and deliver a volunteer recruitment plan to support the growth of Council's volunteer program.			Review plan annually and implement any changes		HRAV	HRAV	PM SSES	SLPT	
Volunteer activities are planned, and contribute towards corporate plans		Develop a volunteer workforce planning tool	Tool used in the development of the 2020+ P&C strategy.		HRAV	HRAV	PM WPCO & SWPC TA	SLPT	
Create and maintain Position Descriptions for each volunteer role to help define the work that is required, and the span of days/times that are required for this work to be completed.		Commence review of volunteer activities	Develop position descriptions	Review and update as required (annual)	HRAV	HRAV	WPCO & SWPC TA	PM	
Become a member of Volunteering Australia and Volunteering Queensland		MRC joins Volunteering Australia and Volunteering Queensland			HRAV	MP&C	MP&C	PM	Membership budgeted for 19/20 budget
Volunteer Safety & Wellbeing									
The Council has a robust system of policies and procedures that support and promotes volunteer health, safety and wellbeing in the workplace.									
Establish and implement centralised volunteer WHS guidance notes, procedures and processes for Council and site-specific volunteering activities	Establish high priority needs	Develop resources based on review			HRAV	HRAV	G&S	SLPT	Consult with Volunteer Program Coordinators
Establish and implement a Volunteer Wellbeing framework		Develop framework	Implementation of framework		HRAV	HRAV	HWBO	PM	
Establish and implement a Volunteer training & capability assessment tool		Develop framework	Implementation of framework		HRAV	HRAV	L&D	PM	

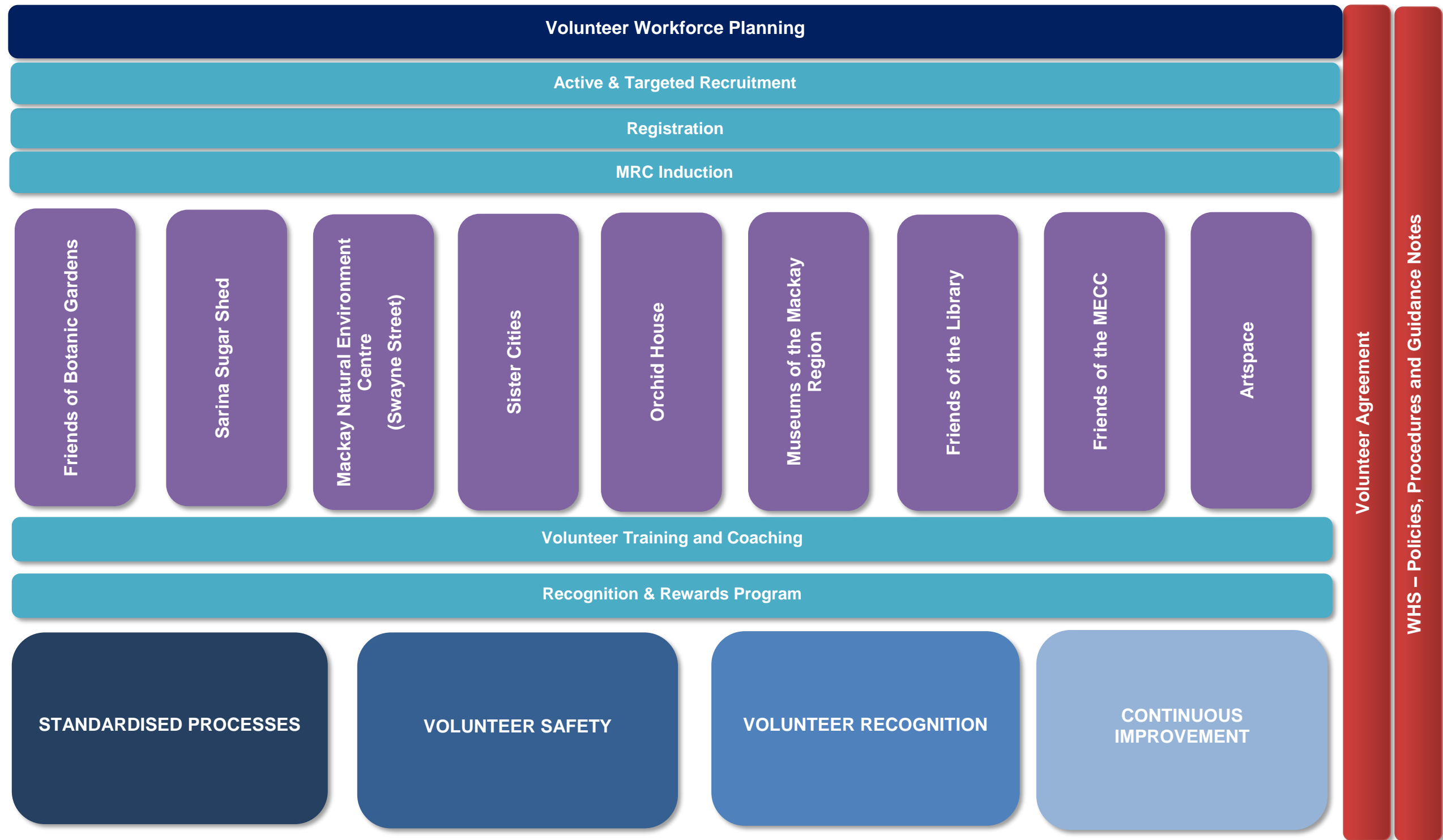| Objective (include standards)	FY 18-19 Performance Indicator	FY 19-20 Performance Indicator	FY 20-21 Performance Indicator	FY 21-22 Performance Indicator	R	A	C	I	Comments
Volunteers and their contribution are valued and celebrated									
Volunteer contribution, value and impact is understood, appreciated and acknowledged by the Council									
Establish and implement a Council-wide volunteer recognition process	Trial process	Process approved and implemented	Review and update as required (annual)		HRAV	HRAV	PM & CCM	SLPT	Consult with Volunteer Program Coordinators
Establish and implement a tool that measures the monetary value of the volunteer contribution		Develop tool	Tool utilised in budget planning		HRAV	HRAV	F PM	SLPT	
Establish and implement a process that ensures compliance with AASB 1058	Establish process	Implement process			HRAV	HRAV	F PM	SLPT	
Continuous Improvement									
Council is pro-active, innovative, and positively responds to change. Effective volunteer involvement results from a system of good practice, review and continuous improvement									
Develop and implement an annual audit tool to review processes, procedures and guidance notes to ensure best practice		Develop audit tool	Trial audit process	Implement annual audit process	HRAV	HRAV	G&S	SLPT	
Establish and implement a volunteer feedback and review process		Develop volunteer feedback and review process	Implement feedback and review process		HRAV	HRAV	P&C	PM	
Volunteer Strategy is reviewed, and implementation progress is monitored		Review Strategy and implementation progress		Review strategy	HRAV	HRAV	G&S	MP&C	
Establish and implement a process to capture feedback from volunteers who cease service with Council.					HRAV	HRAV	P&C	PM	
Improve management of existing collaborations with incorporated groups via a standardised MOU with each group that clarifies roles and responsibilities of each party.		Review current agreements and provide recommendation	Develop & implement standardised MOU based on recommendation		HRAV	HRAV	G&S Legal	SLPT	
Complete self-assessment and accreditation of Volunteering Australia's National Standards				Complete self-assessment standards	HRAV	HRAV	PM	MRC	

RACI legend

- **R = Responsible =** The person who performs the work.
- **A = Accountable =** The person ultimately accountable for the work or decision being made.
- **C = Consulted =** Anyone who must be consulted with prior to a decision being made and/or the task being completed.
- **I = Informed =** Anyone who must be informed when a decision is made or work is completed.

CCM – Corporate Comms and Marketing Program	G&S – Governance & Safety	P&C – People and Culture
CF - Culture Facilitator	HRAV – Human Resources Advisor Volunteers	PC – Procurement
CO – Contact Officers	HWBO – Health & Wellbeing Officer	PM – Program Managers
DOS - Director Organisational Services	IRA - Industrial Relations Advisor	SLPT – Senior Leadership and Performance Team
ELT – Extended Leadership Team	L&D - Learning & Development	SSES – Shared Services Employee Services
ESM – Employee Shared Services Manager	MP&C - Manager People & Culture	SS – Shared Services
EX – External Contractor	MRC – All Mackay Regional Council Employees	SWCTA – Senior Workforce, Capability and Talent Advisor
F - Finance	ODC – Organisational Development Coordinator	WPCO – Workforce Planning & Capability Officer

Volunteer Management Process (Formal Volunteers)

The Formal Volunteer Management Process has been designed to manage volunteers who willingly give unpaid help in the form of time, service or skills, through an organisation or group directly attached to the Programs of Mackay Regional Council. For example, Friends of the Library, Sarina Sugar Shed and Artspace.

Volunteer Workforce Planning

Active & Targeted Recruitment

Registration

MRC Induction

- Friends of Botanic Gardens
- Sarina Sugar Shed
- Mackay Natural Environment Centre (Swayne Street)
- Sister Cities
- Orchid House
- Museums of the Mackay Region
- Friends of the Library
- Friends of the MECC
- Artspace

Volunteer Training and Coaching

Recognition & Rewards Program

STANDARDISED PROCESSES

VOLUNTEER SAFETY

VOLUNTEER RECOGNITION

CONTINUOUS IMPROVEMENT

Volunteer Agreement

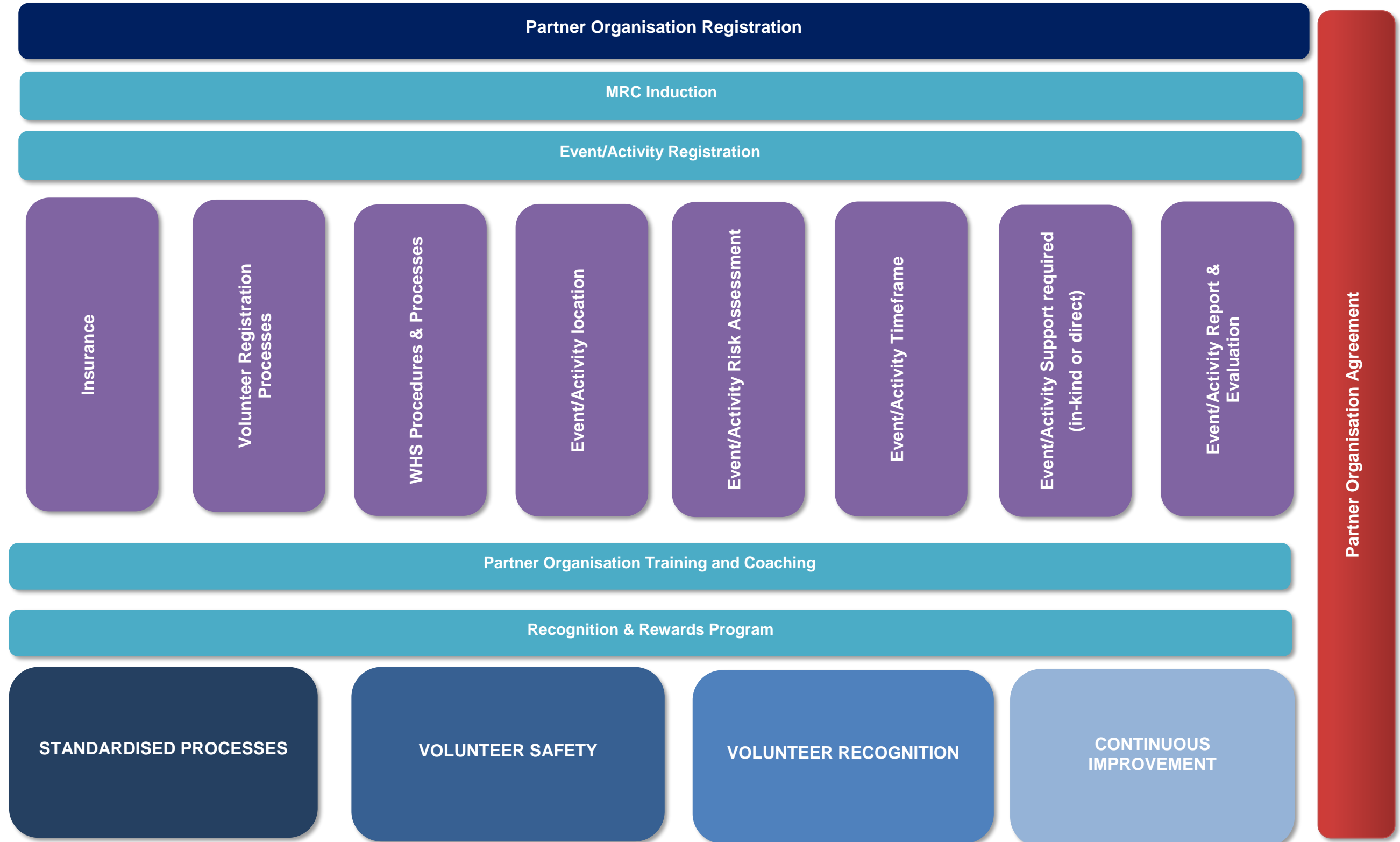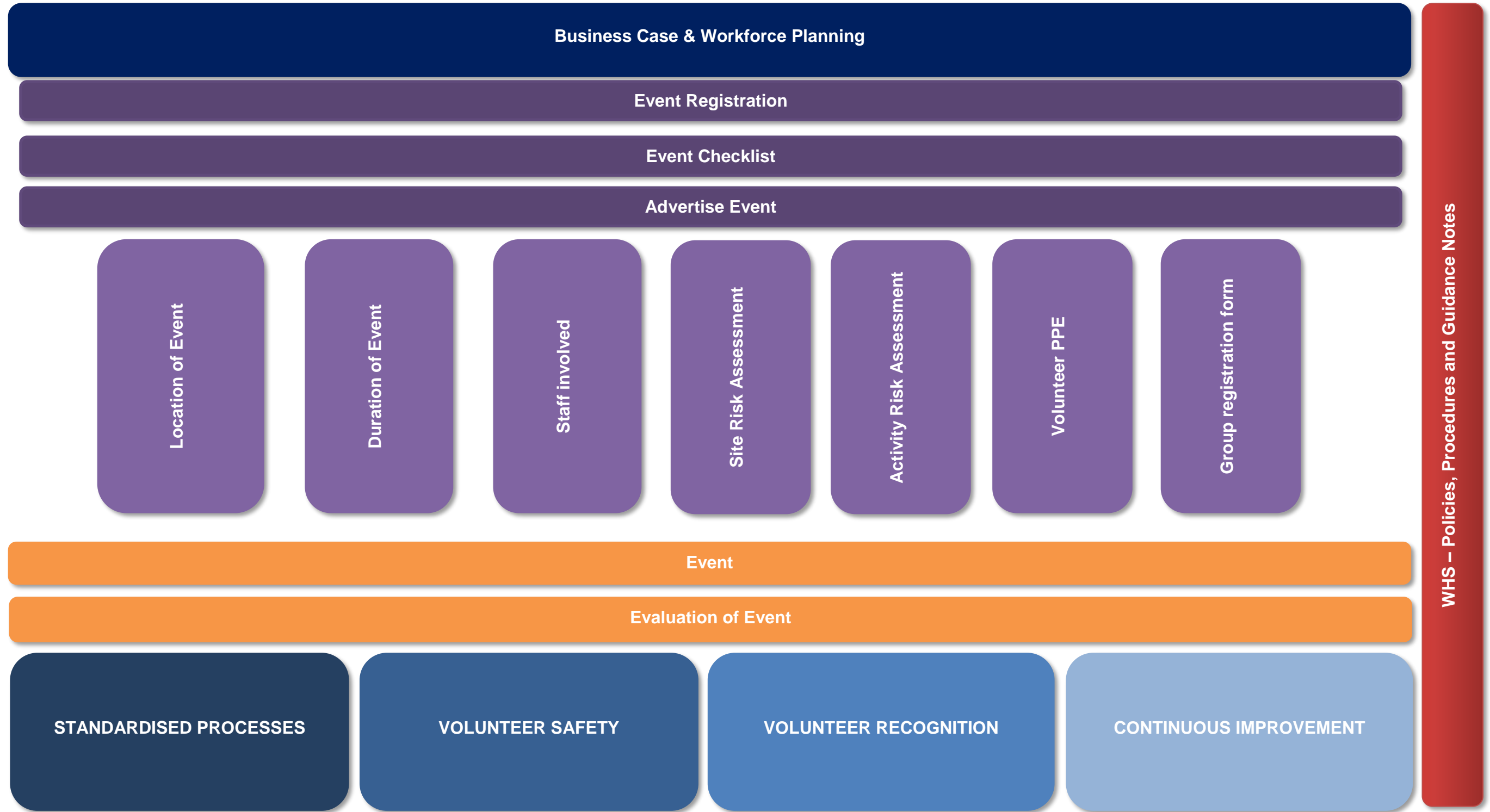**WHS – Policies, Procedures and Guidance Notes**

Volunteer Management Process (Informal Volunteers)

The Informal Volunteer Management Process has been designed to manage volunteers who willingly give unpaid help in the form of time, service or skills, through an organisation or group **not directly attached** to Mackay Regional Council. Activities may be on council land, and/or have support (including funding) of council.

Partner Organisation Registration

MRC Induction

Event/Activity Registration

- Insurance
- Volunteer Registration Processes
- WHS Procedures & Processes
- Event/Activity location
- Event/Activity Risk Assessment
- Event/Activity Timeframe
- Event/Activity Support required (in-kind or direct)
- Event/Activity Report & Evaluation

Partner Organisation Agreement

Partner Organisation Training and Coaching

Recognition & Rewards Program

STANDARDISED PROCESSES

VOLUNTEER SAFETY

VOLUNTEER RECOGNITION

CONTINUOUS IMPROVEMENT

Volunteer Management Process (Spontaneous Volunteers)

The Spontaneous Volunteer Management Process has been designed to manage Volunteers who seek or are invited to contribute their assistance during or after a specific event. Spontaneous volunteers are usually not affiliated with an organisation and may or may not have relevant training. Spontaneous volunteers may be involved in council run and/or supported activities.

Business Case & Workforce Planning

Event Registration

Event Checklist

Advertise Event

- Location of Event
- Duration of Event
- Staff involved
- Site Risk Assessment
- Activity Risk Assessment
- Volunteer PPE
- Group registration form

Event

Evaluation of Event

STANDARDISED PROCESSES

VOLUNTEER SAFETY

VOLUNTEER RECOGNITION

CONTINUOUS IMPROVEMENT

WHS – Policies, Procedures and Guidance Notes

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