

Enabling sustainable emergency volunteering: <u>Adapting the sector</u>

Research advisory forum/ 2018

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The landscape of volunteering is transforming

1. Practice of volunteering is changing

 Contraction of 'traditional' and expansion of 'modern' styles (McLennan et al 2016)

2. View of volunteering is broadening

 More inclusive definitions & measures (VA 2015, ABS 2018)

3. Expectations of volunteering are rising

- Formalisation & professionalization of volunteering & voluntary sector (Flint 2000)
- Building resilience through "volunteer initiatives rooted in the community" (UNV 2011)





Traditional volunteer management models are unsustainable

"[Our change in thinking has] come from an understanding of where the national and international trends are going around sustainable volunteerism models and the emergence of new volunteerism groups and what makes them attractive. You look at that and go, 'okay, here's what we're up against'. Our traditional models will not survive in this area. So where do we need to go?"

Manager in volunteerism, Govt EMO





Emergency Volunteering 2030 - Adapting the Sector

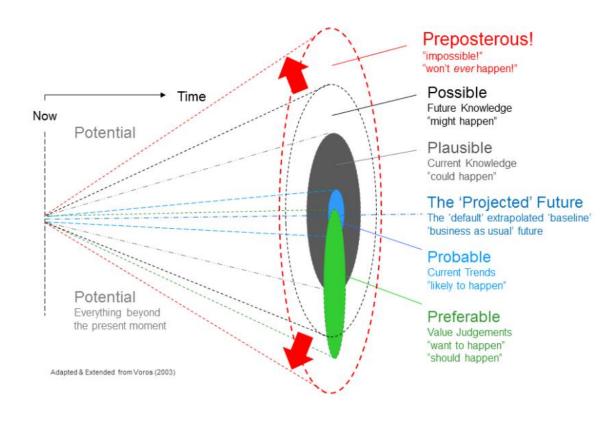


- What might (and should) emergency volunteering look like in 2030 – before, during and after emergencies?
- 2. How, and by whom, might it be organised?
- 3. How can the EM sector best enable the value of this volunteering for communities over the next decade?



A foresight study

- "Foresight is a systematic, participatory, future-intelligence-gathering and medium-to-long-term vision-building process aimed at enabling present-day decisions and mobilising joint actions." (For-learn 2018)
- Developing alternative future scenarios and examining their implications for today's decision making.
- "In the longer run, it [scenario planning] can trigger cultural change in the way institutions and organisations approach their long-term future and make them more adaptive to external changes."
 (Volkery & Ribeiro 2009)



The Futures Cone. Source: Voros 2017



Who is involved

Researchers

 Dr Blythe McLennan, Dr Tarn Kruger, Prof John Handmer (RMIT)

CRC Lead End Users (whole project)

 Paul Davis, EMV; Troy Davies, QFES; Deb Parkin, IGEM-Vic

CRC End User Group (whole project)

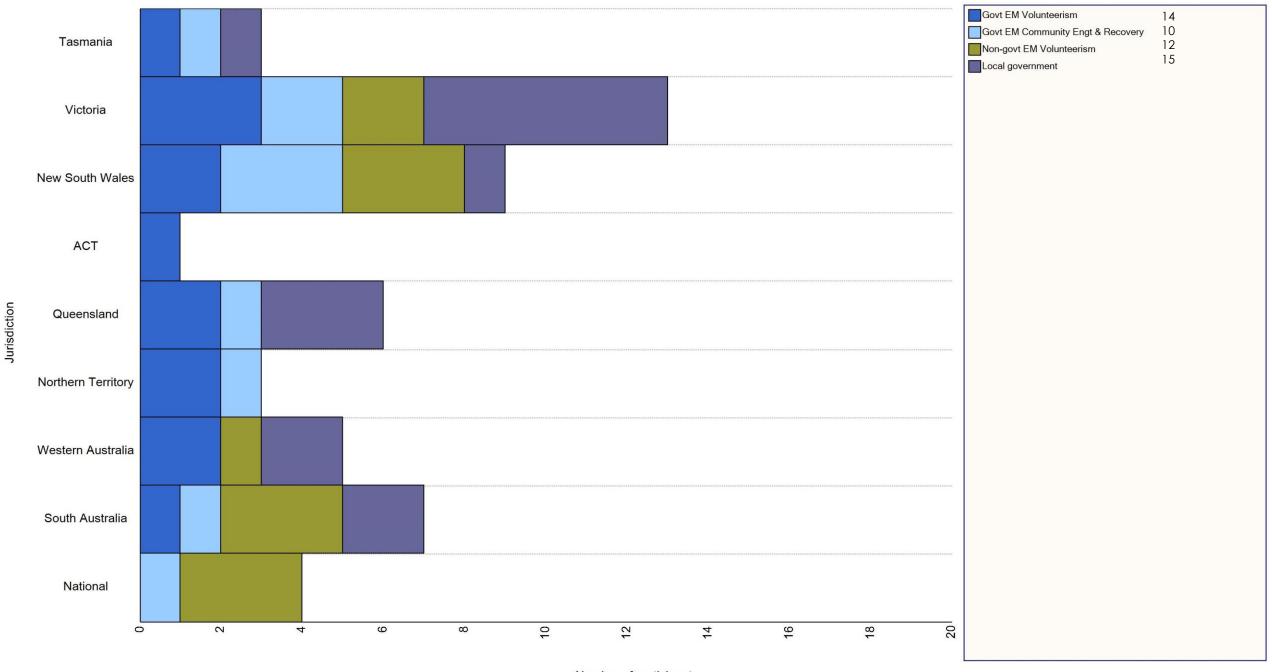
- Karen Roberts & Jennifer Pidgeon, DFES
- Ali Martin, CFA
- Peter Jeffrey, Qld SES
- Georgina Goodrich, SA SRO
- Kristine Wendtman, NSW RFS
- Adelaide Cooper & Lisa Grieg, SAFECOM
- Andrew McCullough, NSW SES
- Zoe Kenyon, AFAC VMTG
- Diana Bernardi, Australian Red Cross
- Kendra Clegg & Jenn Burgess, Vic SES

Advisory Group (Adapting the sector)

- Allie Guegan, Frankston City Council/ CFA vol
- Amanda Nixon, Vol Qld
- Anne Leadbeater, consultant
- Anthony Bradstreet, NSW RFS & AFAC CETG
- Bridget Tehan, VCOSS
- Carla Bailey, Logan City Council
- Faye Bendrups, VESA
- Julie Molloy, IGEM-Qld
- Mark Dryden, VFBV
- Melissa Pexton, WALGA
- Steve Pascoe, consultant
- (and more to come...)

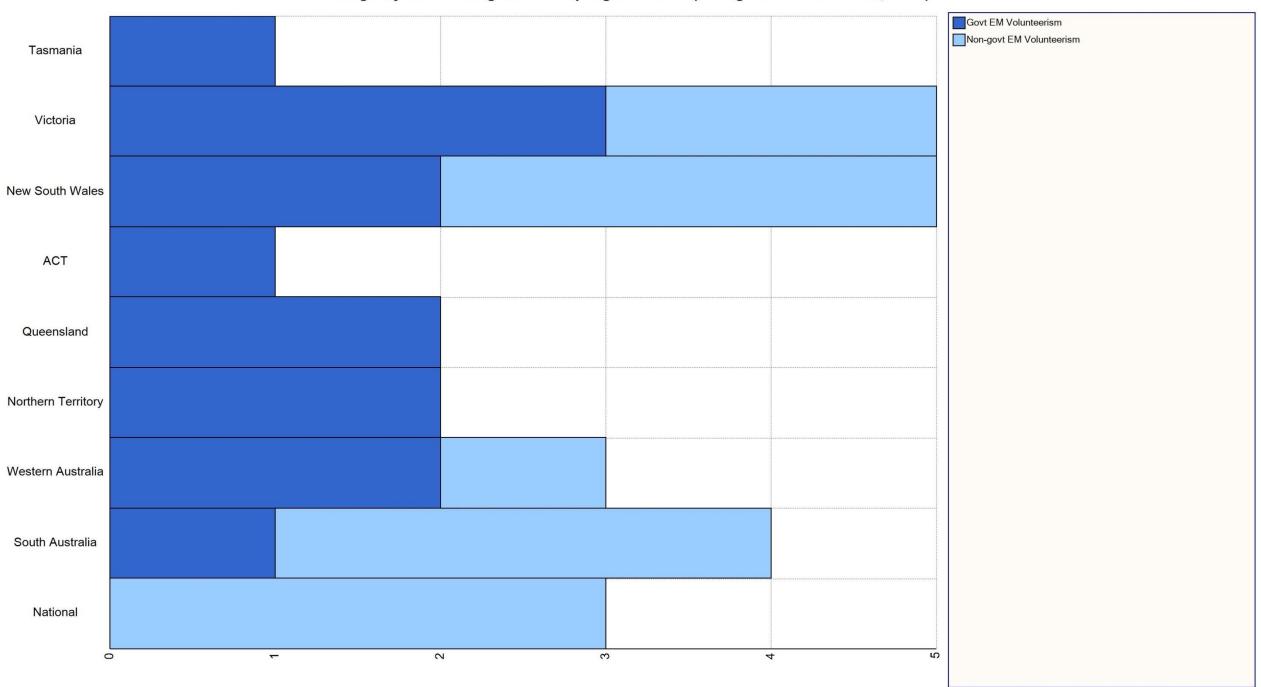


Emergency Volunteering 2030 - Adapting the Sector (Manager participants, N= 51)



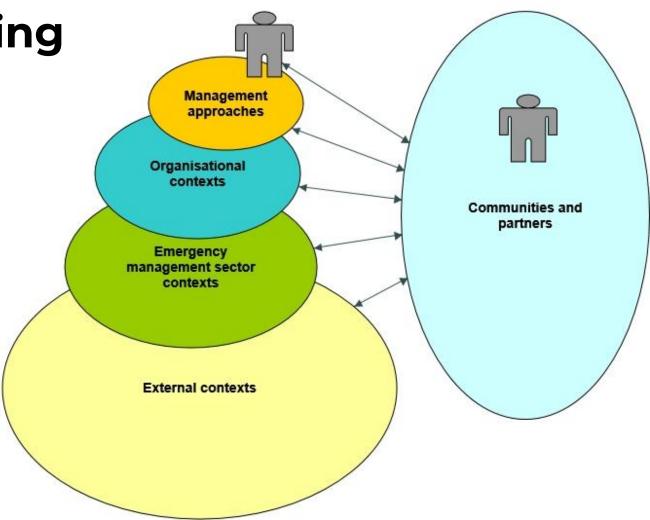
Number of participants

Emergency Volunteering 2030 - Adapting the Sector (Managers in volunteerism, N=26)



A volunteering system

Key elements in the volunteering picture drawn by managers



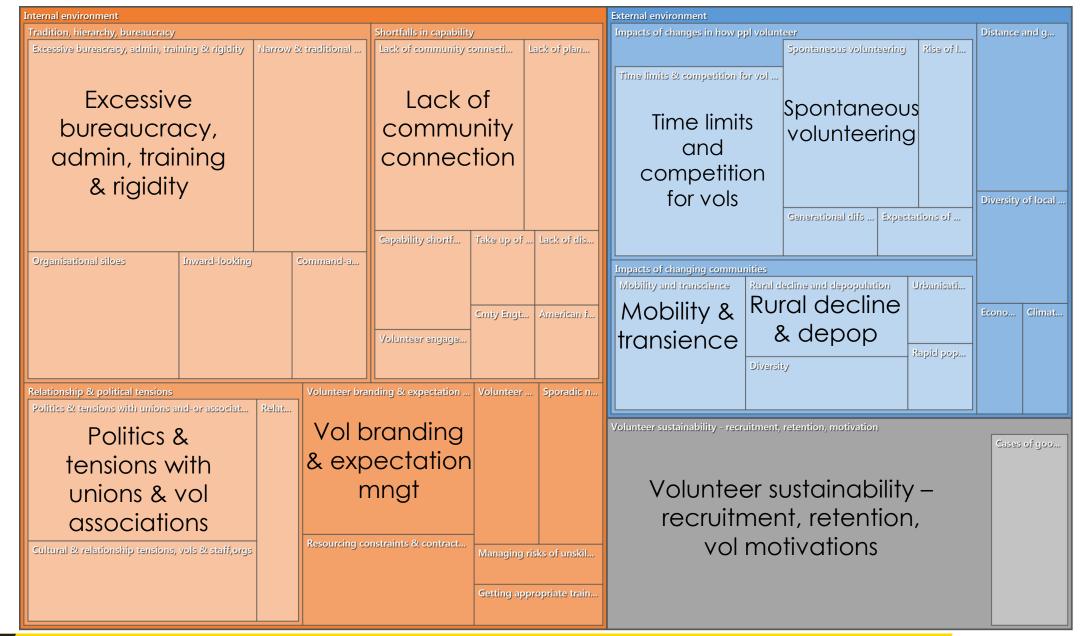


What has changed?

Internal environment					External environment	
2) Changes in contexts	1) Social					
Professionalism & bureacracy increased Professionalism & bureacracy increased & bureacracy increased has increased	Events and experiences Events & experience	es	Awareness of volun		How pol want to volunteer How people want to volunteer	Volunteer workfo
Audits and reviews conducted Audits and reviews and reviews reviews conducted	Decline in volunteer numbers Decline ir volunteer numbers	Broaden partnersh	Improved vol-staff r Experience with SVs i			volunteer groups e
1) Changes in mngt approaches & practices Restructuring & increased volunteer mngt capacity Restructuring increased volunteer mngt capacity increased capacity vol mngt		Focus on vol engagement inc Focus on volunteer wellbeing i	Changing vol recrui Reduction of resour			noi



Surrent issues





What the preferred uture looks like

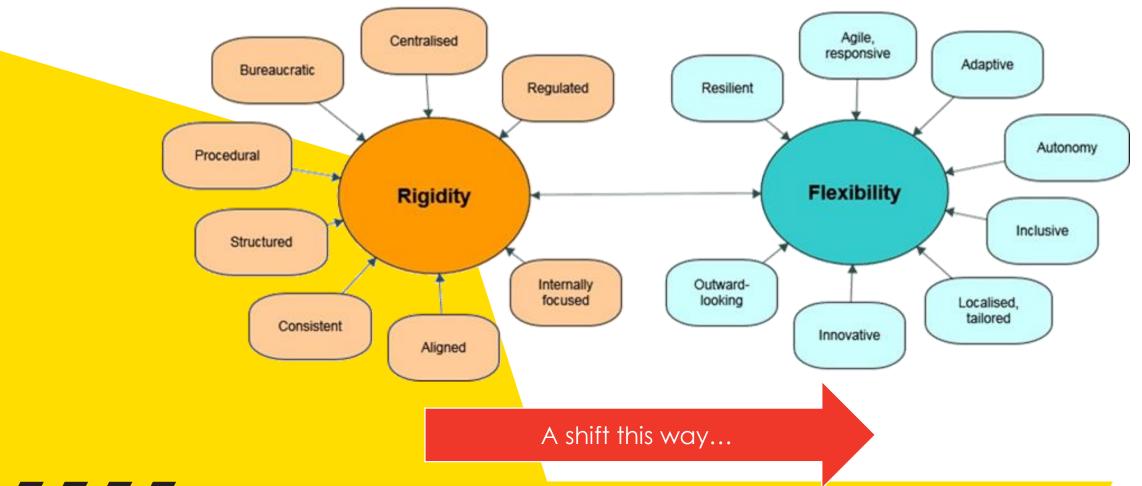
2) Organisations and mngt models				3) The sector
Community-centric and service oriented and service-oriented (not orgn-oriented) models	Adaptive models – agile, forward-looking, externally-focused Adaptive models – agile, forward-looking, externally-focused	Volunteerism is embe	Governance arra	Deep collaboration across the sector Deep collaboration across the sector across the sector
1) Volunteering practice Flexible & life cycle volunteering opportunities exist Flexible & life cycle volunteering opportunities exist Volunteers come from all segments of society Volunteers come from all segments of society all segments of society	Enabling less formal volunteering		s with community lanning & manage	Balances regulation 전 control wi Advocates for 4) Community



Knowledge & understanding	Relationships with others Bu	uilding capability & capacity	Securing & redistributing reso
Build knowledge, understanding & evidence base — local risks, strengths, gaps, what works etc Building evidence base Assessing future capa Building evidence base Understanding Understanding	Build relationships beyond sector Business & corporates are involv Engaging	Build capability &	Secure &/or redistribute resources
Vol mngt, practices	Change management	Leadership	Redesign of EM service
Change vol mngt practices to be more flexible, tailored, engaged	Actively manage & resistan Overcoming ! Actively manage cultural change & resistance to change & resistance to change with the change and the change is the change with the change and the change with the change with the change with the change are considered in the change with the change with the change are considered in the change with the chang	Leadership	Redesign EM service delivery
Engaging more deeply with volunteers Improving& targeting vol eng Recognising pre Div Paid volunteers	Integrate services, systems, resources	coming to terms with role Come to terms with social media	System &



A tug-of-war





What's next?

More info & contacts

- http://www.bnhcrc.com.au/research/ resilience-hazards/3533
- Blythe McLennan, blythe.mclennan@rmit.edu.au m: 0406-059-510
- Tarn Kruger, tarn.kruger@rmit.edu.au

- Finalise reports on EMO manager interviews & desktop review
- Qualitative, open-ended survey volunteers and community/voluntary sector
- Group interview with vol peak CEOs 27th April

Utilisation Plan (working)

- Knowledge-sharing events (pilot late 2018)
- Sector-wide scenario-planning workshop (late 2019)
- Place-based scenario-planning workshops (2019/2020)





References

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