

# HACC volunteer services in Nepean and Cumberland/Prospect

Project report

WESTERN SYDNEY COMMUNITY FORUM



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# 1. About the Project

## Background

Issues of sustainability of reliance on a volunteer work force were raised through the planning consultations undertaken by the Department of Ageing, Disability & Home Care (DADHC) early in 2004, and has been reinforced at subsequent forums and interagencies.

As a result of this, during 2005, DADHC provided funds for Western Sydney Community Forum (WSCF) to undertake a project to explore issues faced by service providers in relation to recruitment, training and retention of volunteers within Home and Community Care (HACC) services in the Metro West<sup>1</sup> region of Sydney. This region includes the Local Government Areas of Auburn, Baulkham Hills, Blacktown, Blue Mountains Hawkesbury, Holroyd, Parramatta, and Penrith.

## Approach

In order to achieve the aims of the Project, a number of methodologies were utilised, including:

- An extensive review of current literature on volunteering research, models and reviews of service
- Liaising with volunteer training providers, services in other regions, peak body organisations and
- Research of the group itself which comprised:
  - 38 semi-structured telephone interviews
  - A survey of 50 HACC funded services that use volunteers in the Cumberland/Prospect and Nepean regions
  - 3 site visits
  - A survey of volunteer training needs included in the annual Training Directions Network survey
  - Participant observation of the HACC forums across the region
  - Interviews with outside organisations

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<sup>1</sup> During the course of this project, DADHC merged the Metro West region and Metro North region to create a new region called Metro North. This project continued to focus on the former Metro West region.

## Context

The Home and Community Care (HACC) program is funded jointly by the Commonwealth, State and Territory Governments under the *Home and Community Care Act 1985*. The Department of Ageing, Disability and Home Care administers the program in NSW.

Volunteers have been involved in a wide range of Home and Community Care (HACC) services since the inception of the program in 1985. Many HACC services have to date relied exclusively upon volunteers to provide services directly to clients.

The Home and Community Care Act 1985 states that the HACC program should be directed towards assisting persons living in the community who are at risk of premature or inappropriate long-term residential care. The program encompasses frail or at-risk aged persons, being elderly persons with moderate or severe disabilities; younger disabled persons with moderate or severe disabilities and the carers of those persons.

The following types of services are provided within the HACC program (DADHC 2006):

**Home modifications or maintenance** – assistance to maintain a person's home, garden or yard to keep it safe.

**Social support** – assistance to meet a person's need for social contact and participation in community life.

**Transport** – practical assistance with group or individual transport needs.

**Domestic assistance and personal care** – help with cooking, cleaning, washing, ironing, bathing and dressing.

**Nursing care** – support in the management of particular health problems such as diabetes and incontinence.

**Case management** – a collaborative and person-focussed process for managing support to people with chronic, ongoing or complex conditions or situations.

**Meals and other food services** – the preparation and delivery of meals or other food items, which contribute to meeting a person's daily nutrition requirements.

**Centre-based day care** – group activities to assist with social interaction which are conducted in a centre-based setting.

**Respite care** – support to carers through the provision of flexible and responsive alternatives to the usual care arrangements.

**Formal linen services** – the provision and laundering of linen.

**Goods and equipment** – loan or purchase of goods and equipment that help the person with their mobility, communication, personal care or health care.

**Allied health** – such as podiatry, physiotherapy, occupational therapy, speech pathology and dietetics.

**Assessment** – activities to establish eligibility needs and access to services.

**Client care coordination** – the coordination of activities undertaken to facilitate access to HACC services for people who need help to gain access to more than one service.

### 3. Executive summary

“The shifting nature of volunteers and providing ongoing service delivery is like trying to complete a jig-saw puzzle where the pieces are constantly disappearing or changing.” Respondent from Nepean

This Project contacted 100 services that received HACC funding within the Local Planning Areas of Cumberland/Prospect and Nepean. Approximately 2000 volunteers worked for the 50 services that were HACC funded and utilised volunteers within the region.

#### Volunteer recruitment

“Recruitment and retention are both major issues for our organisation. It’s hard finding younger volunteers for physically demanding activities and we’ve had to reject older volunteers because of liability and OH&S. Centrelink referrals are inappropriate because of police background checks. Most younger volunteers come for work experience & then leave.” Respondent from Cumberland/Prospect

“Recruitment is very difficult, not just volunteers but paid staff. The lack of paid staff to assist clients that cannot be assisted by volunteers is a big issue.” Respondent from Cumberland/Prospect

Almost all services responded that recruitment and training are the main issues for their organisation. Services responded that this is time consuming, labour intensive and difficult, and made harder by the inadequate staffing levels within services, and the low profile of HACC volunteering (apart from Meals on Wheels). Other contributors to the recruitment problem include volunteers being unable to afford insurance for their cars, service insurance costs and lack of community involvement with services and aged care in general.

There is a general need for additional recruitment facilities to be made available to these services. At present, there is a volunteer recruitment service available to the Nepean region (Nepean Volunteer Service). This has limited capacity and does not cover the Cumberland/Prospect region, which has a larger target population.

As with all tasks related to volunteer management, services reported spending a long time recruiting volunteers, and it was particularly difficult when more specialised volunteers were needed such as social support services.

Whereas some services have very specific jobs for volunteers, others such as Social Support and Neighbour Aid require specialised long-term volunteers. These services will be affected as volunteers will increasingly be sourced from the corporate world or school aged volunteers, neither of which would be suitable for long term social support services.

Other recruitment systems such as the website [GoVolunteer www.govolunteer.org.au](http://www.govolunteer.org.au) were seen to be too far removed for the services to access. Services saw little or no connection between the services recruiting volunteers on GoVolunteer and their own service.

### **Retention of volunteers**

“There’s a never ending volunteer cycle. Volunteers are not as they were 50 years ago where they sign up and stay for 5-10 years, so a lot of time is continually invested with recruitment, and orientations.” Respondent from Nepean

Service providers were doing a good job retaining their existing volunteers however anecdotal evidence suggests that long term volunteer retention within HACC services will become a major problem within the next 10-20 years. In addition, as existing volunteers move on, there will be increased pressure on services to recruit volunteers from non-traditional areas forcing more pressure onto services that need long term commitment from their volunteers.

### **Volunteer management**

Most organisations had volunteer policies and processes in place, but most had not formally engaged with the *National Standards for Involving Volunteers in Not for Profit Organisations*. Smaller services reported that understaffing and lack of resources contributed significantly towards volunteer management issues.

### **Sharing, transfer or support activities around recruitment or management of volunteers**

This project could not identify any inter-organisational activities related to volunteer management and recruitment by HACC funded volunteer services in the region. Of note, the only volunteer resource centre in the Cumberland/Prospect region closed prior to this project starting.

### **Training**

Services identified a lack of coordinated and ongoing specialist volunteer training as a problem in the Cumberland/Prospect region. Nepean is covered by the *HACC Volunteer Training Service* but this service is has limited coverage.

Most services identified a need for training for managers of volunteers and there are currently no formal training courses in the region. Recommendations for further training have been incorporated in this report.

Additionally, many services requested that an OH&S manual be developed to hand out to volunteers.

### **Recognition of volunteer contribution**

“DADHC needs to ensure adequate acknowledgement is given to volunteers from a state level considering the thousands of dollars they

save the government,” one respondent said. “This would certainly give volunteers a boost and perhaps encourage others to do the same.”

Respondent from Nepean

These sentiments were very strongly echoed across the region and many services reported that it would benefit if DADHC formally recognised the contribution that volunteers make to the HACC sector. Formal and informal recognition has been shown to significantly improve volunteer retention rates (Thrupp 2003).

## **Recommendations**

HACC volunteering is becoming increasingly complex. For services to continue to function, support their clients and recruit enough volunteers to provide adequate service, both long and short term strategies and continued investment in the sector are needed.

Services have recommended that short term benefits can be achieved through the following:

- Promote the use of volunteering for HACC services throughout the region, particularly services other than Meals on Wheels.
- Encourage services to join together to train their volunteers.
- Hold LGA or regional wide information sessions to recruit volunteers.
- Collaborate with other services in the region that are HACC funded and use volunteers. This can be achieved by firstly having a list of services available for reference.
- Services say they would benefit from engaging with the national standards for involving volunteers in not for profit organisations. This could be achieved by creating a project that takes services through the standards. In Victoria this was done by creating a resource called the Volunteer Management Resource Kit, which has the potential to be modified to suit NSW legislation and conditions.

This resource is currently available for download from [http://www.dhs.vic.gov.au/regional/org/hpc\\_care/resourcekit.htm](http://www.dhs.vic.gov.au/regional/org/hpc_care/resourcekit.htm)

In the long term services have made the following suggestions which they feel would be of benefit:

- Recruitment throughout the region is a major issue for all HACC services that use volunteers. Services suggest that a centralised recruitment service would greatly benefit them. At the very least, an emphasis on recruitment for volunteers throughout the region should be a priority for services, as this issue will become more prominent over time.

- At the moment there is very limited training for volunteers, and available on in the Nepean area. Services would greatly benefit from a focus on regional volunteer training options that are specific for HACC services.
- Services feel that long term sustainability would be better achieved by focussing on involving volunteers from different cultural and language backgrounds. This is echoed in the *State Plan: A New Direction for NSW*. The NSW State Government plans to “halve existing gaps in the participation rates of low income, non-English speaking and Aboriginal communities in volunteering... compared to the total NSW population by 2016” (p35).

## **Achievements**

A number of achievements have already resulted from this Project including:

- Undertaking a literature review into the issues impacting on volunteering in Australia, and identification of 35 resources that relate to volunteering in the community sector.
- Mapping the use of volunteers by HACC services within Metro West. Out of the 100 HACC funded services contacted, we identified 50 services that utilise volunteers and all 50 participated in the Project.
- Identifying a ‘best practice’ resource that can be modified to suit NSW conditions.
- Recognising the 5 main HACC funded service types that use volunteers, and examining the differences between them.
- Liaising with the NSW School of Volunteering to provide a training option for managers of volunteers in the WSCF training calendar for 2007.

### 3. Research objectives

This Project focuses solely on HACC funded services that utilise volunteers. It does not represent volunteer Management Committees, nor does it represent the views of volunteer services in the region that are not HACC funded.

The objectives of the **mapping study** were to:

- Develop a list of services in the region that are HACC funded and use volunteers,
- Determine the number of volunteers being used by HACC funded services in the region and
- Establish what service types were utilising volunteers.

In addition to this, we found out:

- the average number of hours that volunteers work,
- what tasks volunteers were performing,
- how much time is spent managing volunteers,
- the number of staff working directly with volunteers (such as volunteer coordinators and managers),
- how many full and part time staff each service had and the ratio of volunteers to staff

The **qualitative component** of the research had the following objectives:

- Explore the current issues that volunteer services were facing,
- Identify the extent of interagency sharing, transfer or support activities around recruitment or management of volunteers,
- Identify resources or training that would assist organisations with volunteer recruitment, retention or training.

## 4. Project methodology

### Stage 1: literature review

This Project set out to examine research that is directly related or transferable to HACC volunteer services as we were conscious not to replicate existing research. We found that a number of reports about volunteer organisations have previously been conducted, but not as many concentrated on HACC services, instead focussing on more general topics. The existing body of knowledge includes scholarly journals such as the Australian Journal on Volunteering and Voluntas. In addition to existing research, a number of projects related to this one were created during the course of this project, the results of which will not be available until after this report has been produced.

### Stage 2: awareness raising

The Project Worker attended all HACC forums in the region to publicise the project and invite participation. Flyers and invitations to participate were distributed via these forums, email mailing lists and via Western Sydney Community Forum's newsletter. A number of 'key services' were contacted directly after being recommended by other HACC workers.

### Stage 3: qualitative research

19 in-depth interviews<sup>2</sup> were conducted with key stakeholders including HACC development officers, volunteering coordinators, volunteering resource centres and service coordinators. These interviews represent services from within both the Nepean and Cumberland/Prospect regions as well as stakeholders from outside the region.

The purpose of the qualitative component of the research was to:

- Provide workers with an opportunity to collaboratively participate in the outcome of this Project,
- Explore and clarify the issues raised in previous DADHC planning that had led to the creation of the Project.
- Allow participants to raise issues that were additional to those in the Project brief,
- Provide a 'feedback loop' to delve into issues that had been raised by other Project participants,

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<sup>2</sup> The Project originally advertised focus groups that were conducted in each region, but due to the very small attendance at each group (the largest had 3 participants), these have been counted as interviews.

#### **Stage 4: mapping project**

In addition to the qualitative research, one of the main aims of this Project was to map the use of volunteers in the region. We collected this information via a phone survey and a secondary paper survey for those not able to participate over the phone.

We identified 100 HACC funded services in the region, and 50 of these services had volunteers.

#### **Stage 5: determine training needs of HACC volunteer services**

A range of training options for managers of volunteers was included in the annual Training Directions Network survey and will be included within the WSCF training calendar for 2007. Additional training options will be created dependent on need.

As there is only one volunteer training service covering only the Nepean region, one of the recommendations of this Project is to create a service to provide volunteer training for Cumberland/Prospect.

#### **Stage 6: develop resource list**

This part of the Project entailed finding and evaluating resources that have been created to assist services with volunteer recruitment, management and training. This list will be launched on the Western Sydney Community Forum website during December 2006.

#### **Stage 7: develop contact list**

The final part of this Project was to create a contact list of services in the region that are HACC funded and use volunteers. This has been considerably difficult due to the lack of a defined list of DADHC funded services.

## 5. Detailed findings

Within the region covering the Local Planning Areas of Cumberland/ Prospect and Nepean, the survey revealed:

- Approximately 2000 volunteers are used by HACC funded services, excluding those serving as voluntary Management Committee members,
- 50 HACC funded services were surveyed as having HACC funding and using volunteers,
- There is currently only one volunteer resource centre covering Blue Mountains, Penrith and Hawkesbury only, and one volunteer training service covering Blue Mountains, Penrith, Hawkesbury and Blacktown

### Volunteer Resource Centres

There is currently only one dedicated volunteer resource centre in the region, and this covers the Hawkesbury, Blue Mountains and Penrith Local Government Areas.

These centres not only recruit and refer volunteers, but provide training, information, resource provision, support and promotion of volunteering (Morgan Disney & Associates 2003).

HACC volunteer organisations in the Cumberland/Prospect region have reported their primary concern is the lack of volunteer training in the region and have also lost referrals after the closure of the local VRC. Smaller organisations in particular are struggling, currently relying on ad-hoc in-house volunteer training.

According to the 2003 Review of Volunteer Resource Centres (Morgan Disney & Associates 2003), there were 38 centres in NSW, 16 of which covered the Sydney region.

As of 2006, there are 13 Volunteer Resource Centres in Sydney (The Centre for Volunteering 2006), and due to the closure in 2005 of the Central Western Sydney Volunteer Resource Centre, there is currently no dedicated generalist volunteer referral and training centre covering the Cumberland/Prospect region. This represents an estimated population of 598,680 (DIPNR 2004).

In comparison the existing Nepean volunteer resource centre services a population of approximately 157,560 (DIPNR 2004), and the Northern Sydney region currently has 4 centres covering an estimated population of 394,690 (DIPNR 2004).

## Volunteer training services

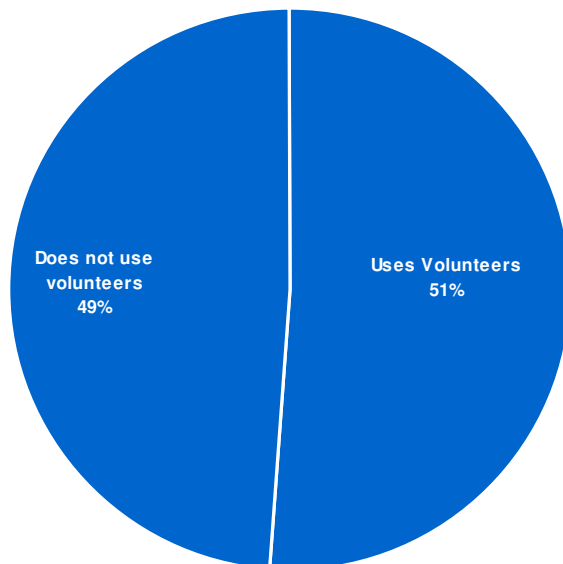
The HACC volunteer training service is based in the Nepean region and covers Nepean and Blacktown LGA. It is currently funded to provide 30 hours of service per week.

Feedback from services indicated that there is a need for training for both managers of volunteers and volunteers themselves.

## Profile of services that use volunteers

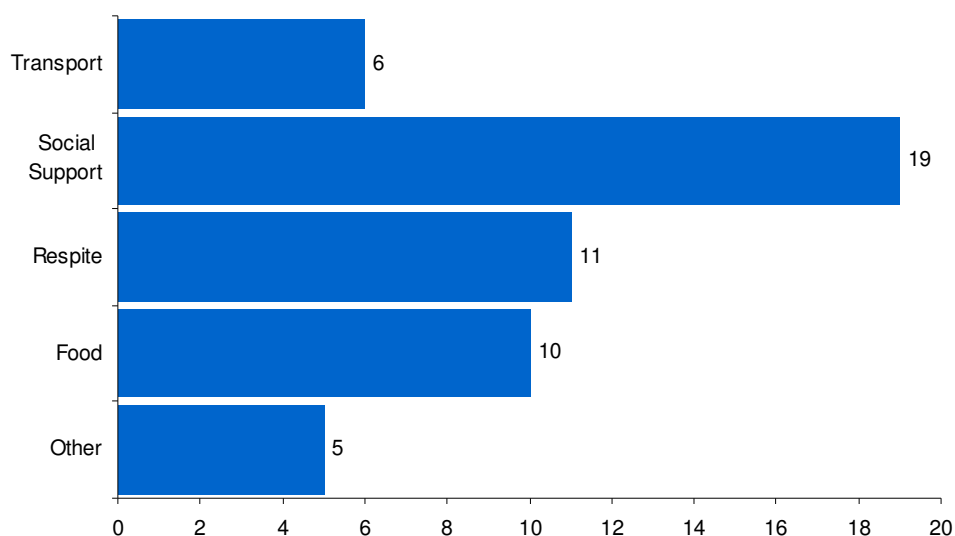
According to a list of services provided by DADHC, there are currently 100 HACC funded projects in Nepean and Cumberland/Prospect. We contacted all of these services and found that approximately half use volunteers.

**HACC funded services in Nepean and Cumberland/Prospect**



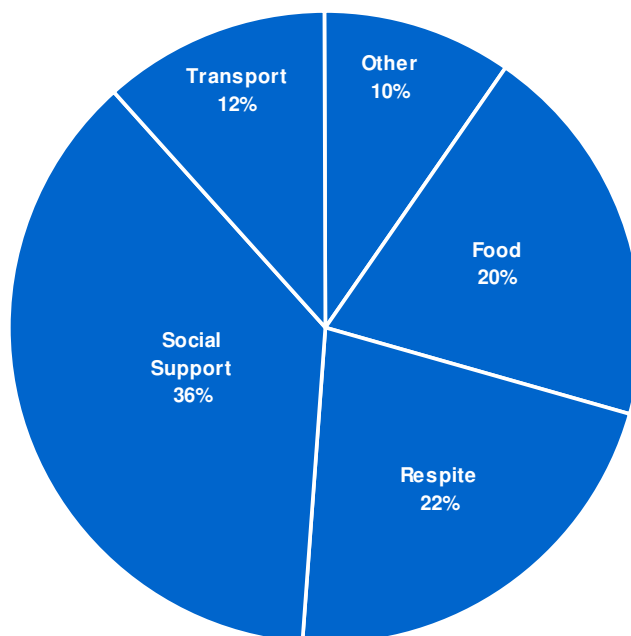
Although those services that did not use volunteers were not mapped, a number of services said that they did not use volunteers because they could not afford the insurance.

**Number of HACC services in Cumberland/Prospect and Nepean that utilise volunteers**



There are more social support services in the regions but we found that they tend to cover smaller sub-LGA areas, such as the number of services in the Blue Mountains that cover a couple of suburbs each instead of the entire region.

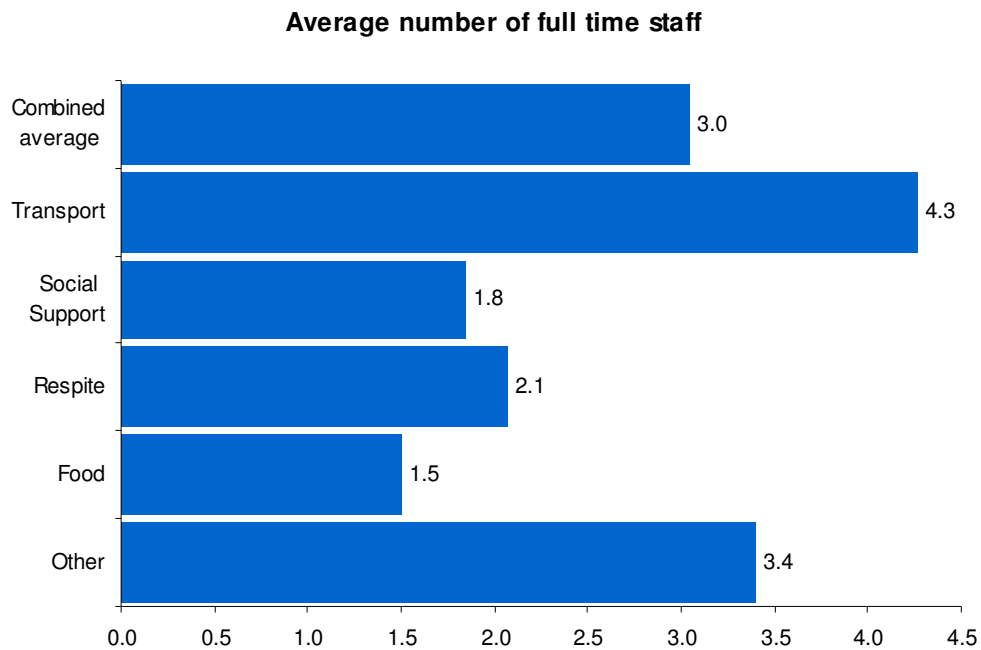
**HACC funded volunteer services in Nepean and Cumberland/Prospect**



Services were asked how many staff directly manage their volunteers. We found that services tended to have multiple staff managing volunteers. Often within smaller services all the staff contributed towards recruitment, orientation and training.

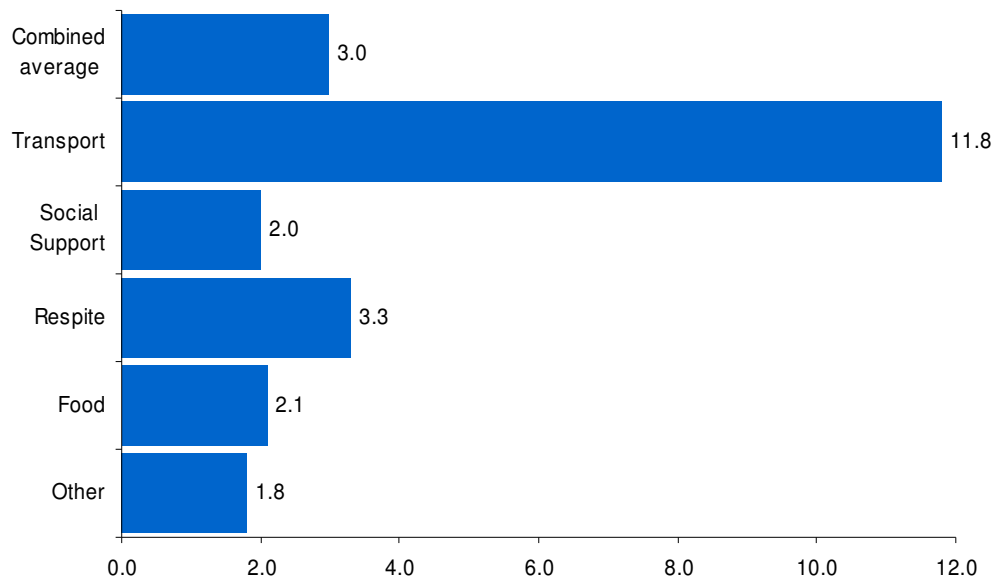
Some of the larger combined services (those with more than one service running out of the one location) had specific volunteer managers, but most services did not, with other staff performing ad-hoc volunteer management tasks when needed.

The services with no specific volunteer manager role tended to respond that the main issue for their service was recruitment.

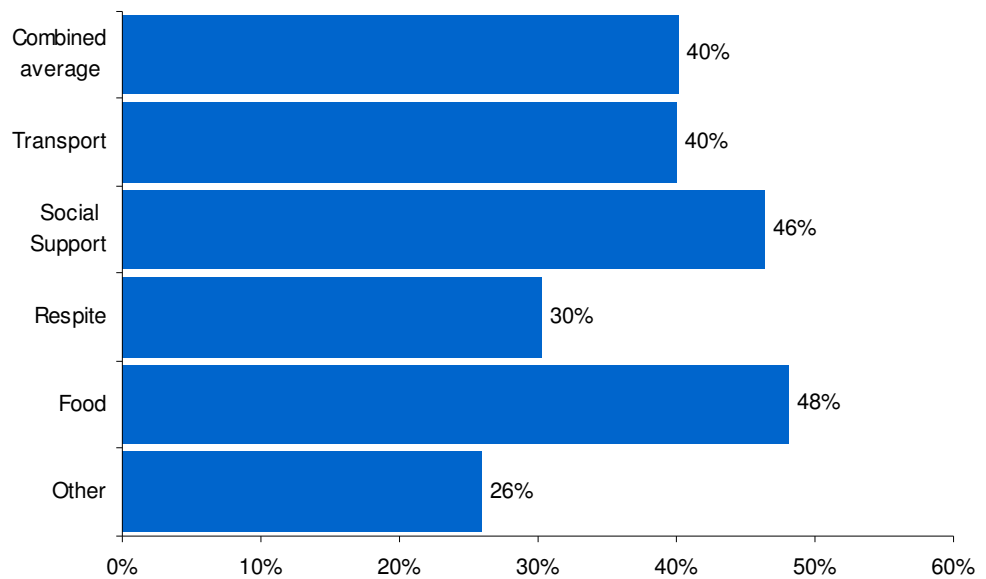


On average, transport services had the most full time and part time staff and food services had the least. This means that on average food services utilise more than three times the amount of volunteers and have less than half the amount of full time staff than transport services.

**Average number of part time staff**

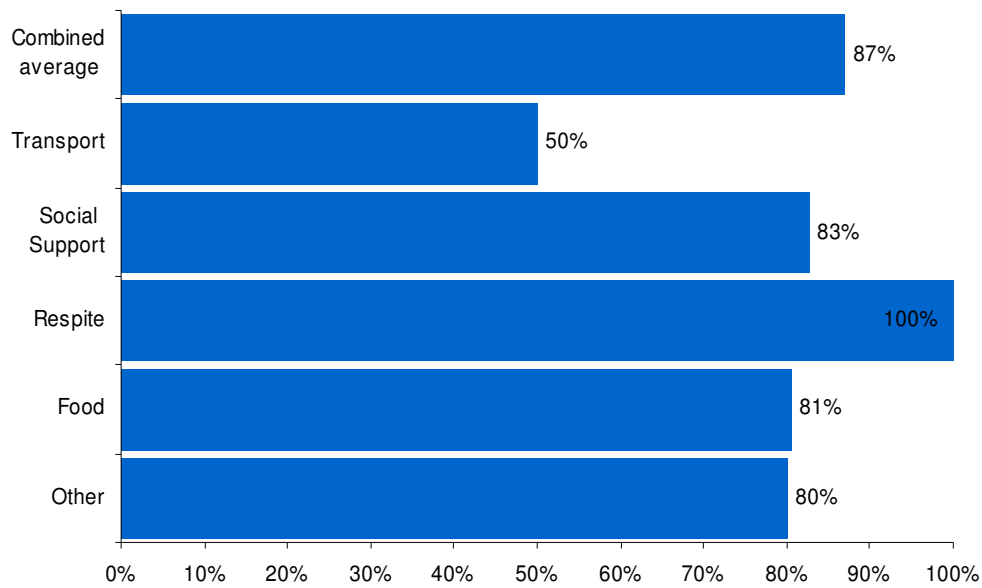


**Average percentage of time spent managing volunteers**



The difference between food and transport services is not reflected in the amount of time they spend managing their volunteers. It could be expected that since food services have more volunteers and less staff than other services, staff would be spending more time managing their volunteers. What seems to be happening however, is that food services are seen to be very well organised and as a result don't need to spend proportionately more time managing their volunteers.

### Average percentage of HACC funding



Most services are funded at least 80% by HACC, and transport services are combined HACC and Ministry of Transport. Extra funding tends to come mostly from council or small grants. Religion-based organisations also have a proportion of their money coming from the larger governing organisation.

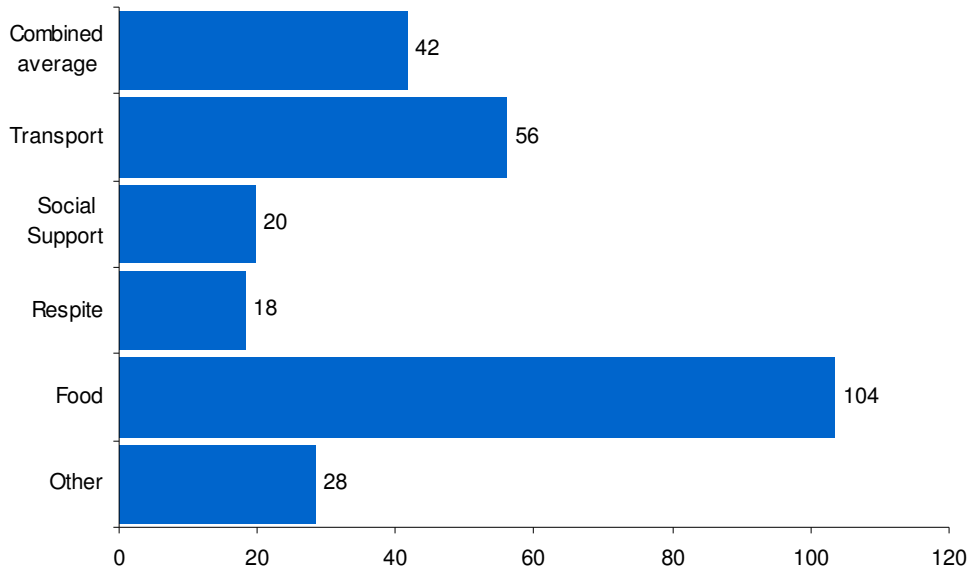
Ratio of full time staff to volunteers in Cumberland/Prospect and Nepean HACC funded services

Service type	Staff/volunteer ratio	Average full time staff	Average number of volunteers
Food services	1:63	1.5	95
Respite	1:9	2.1	18
Social support	1:11	1.8	20
Transport	1:13	4.3	56
Other	1:8	3.4	28
Combined averages	1:14	3	42

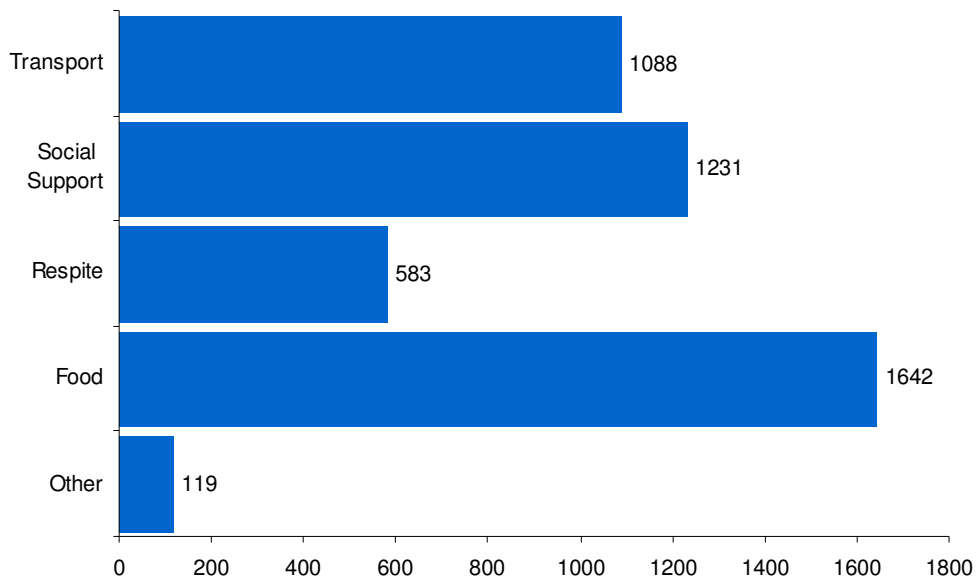
## Profile of volunteers in HACC services

There are around 2000 volunteers used by 50 HACC funded services in Nepean and Cumberland/Prospect. The volunteers currently spend an estimated 4663 hours volunteering each week, which is 242,497 hours per year.

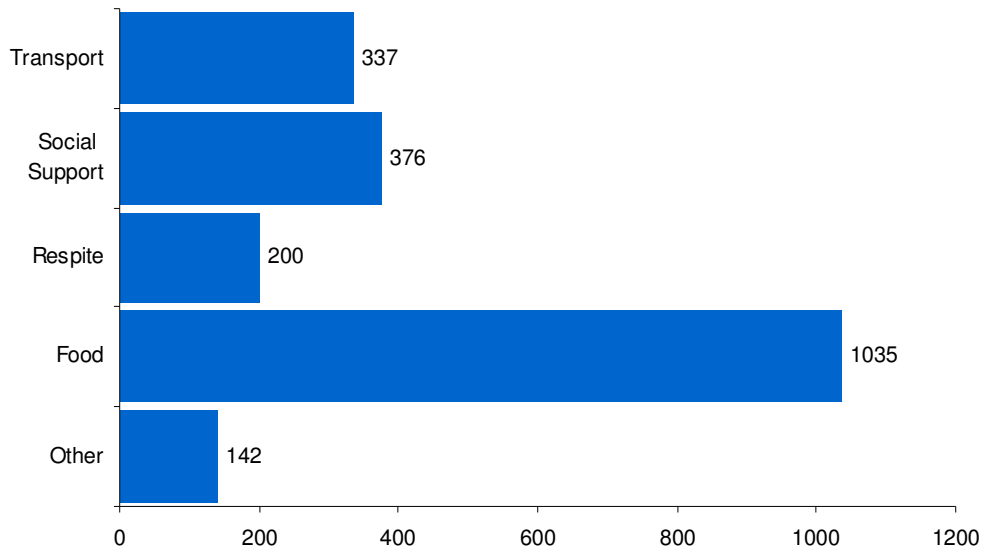
**Average number of volunteers per service**



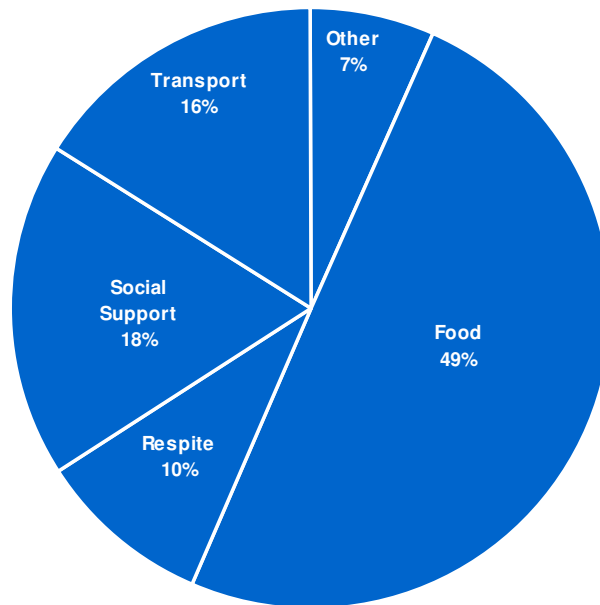
**Total hours spent volunteering per week**



**Number of volunteers utilised by HACC services in Nepean and Cumberland/Prospect**



**Volunteers in Nepean and Cumberland/Prospect**

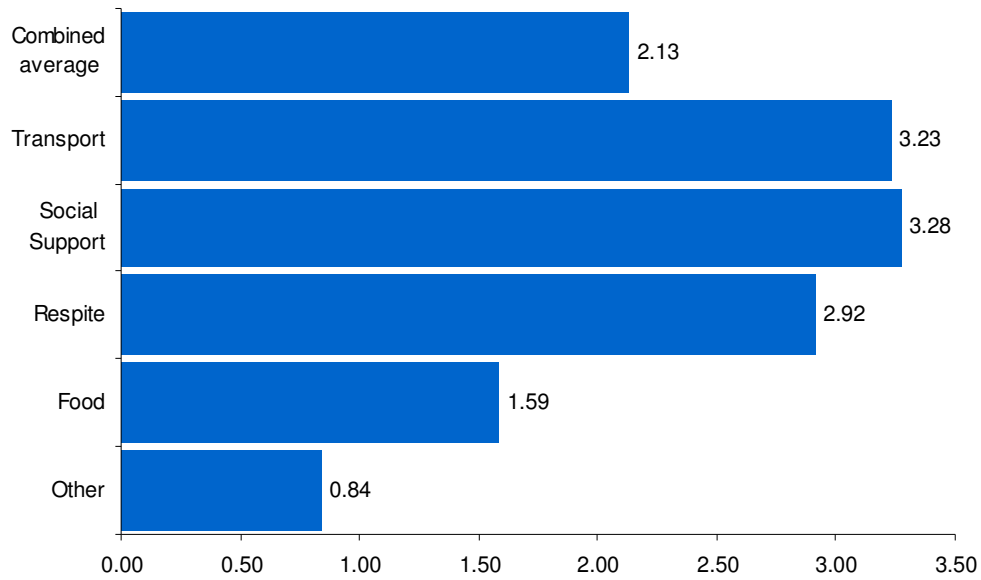


Although food services account for 46% [1035] of the HACC volunteers used in the area, these volunteers spend fewer hours volunteering per week than other service types. On average, there are 42 volunteers per service, but the large number of food service volunteers skews this figure.

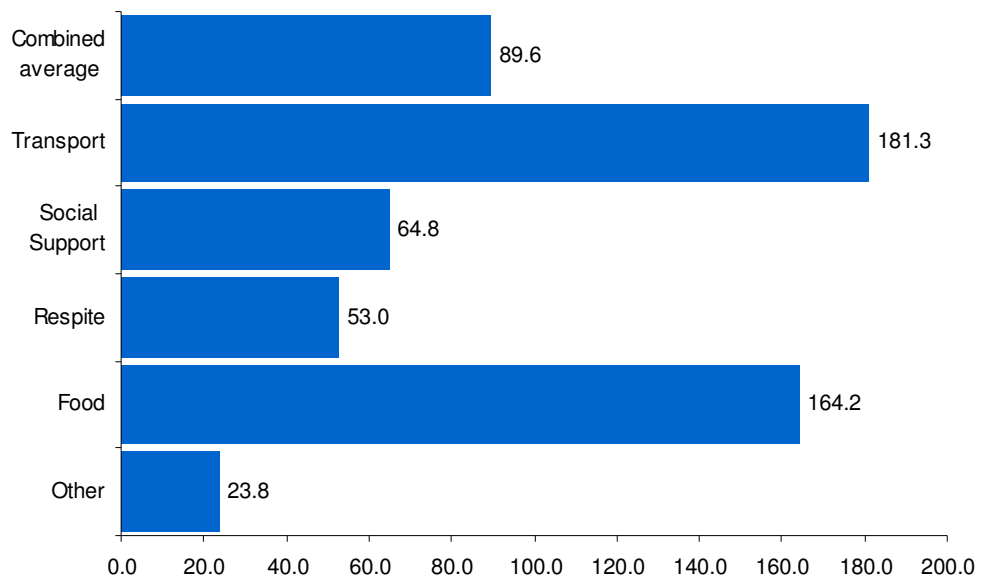
Food service volunteers have very well defined tasks, and work for more clients whereas social support services have a much higher ratio of clients to volunteers and have a lot less clients.

Social support volunteers work more hours per week than any other type of HACC volunteers in the region, on average spending more than 3¼ (3.28) hours per week volunteering.

**Average hours worked per volunteer per week**



**Average number of volunteer hours per week**



## Population growth and volunteering

According to the *NSW SLA Population Projections, 2001 to 2031* (DIPNR 2004) the increase in population aged 65 years and over will be approximately 136% in Cumberland/Prospect and a 146% in Nepean. If current conditions remain the same, that is if the same service/population ratio remains, then this means that there will need to be a significant increase in volunteer numbers in the region.

### 2006

Local Government Area	Projected population aged 65 years and over	Current HACC funded volunteer services	Current number of volunteers	Number of volunteer hours
Cumberland/Prospect	76,260	36	1244	2531
Nepean	30,010	19	981	2149

### 2016

Local Government Area	Projected population aged 65 years and over	Projected number of services	Projected number of volunteers	Number of volunteer hours
Cumberland/Prospect	105,480	50	1721	3501
Nepean	43,810	28	1432	3137

*NSW SLA Population Projections, 2001 to 2031* (DIPNR, 2004)



## 6. Recommendations

HACC volunteering is becoming increasingly complex. For services to continue to function, support their clients and recruit enough volunteers to provide adequate service, both long and short term strategies and continued investment in the sector are needed.

Services have recommended that short term benefits can be achieved through the following:

- Promote the use of volunteering for HACC services throughout the region, particularly services other than Meal on Wheels.
- Encourage services to join together to train their volunteers.
- Hold LGA or region wide information sessions to recruit volunteers.
- Collaborate with other services in the region that are HACC funded and use volunteers. This can be achieved by firstly having a list of services available for reference.
- Services say they would benefit from engaging with the national standards for involving volunteers in no-for-profit organisations. This could be achieved by creating a project that takes services through the standards. In Victoria this was done by creating a resource called the Volunteer Management Resource Kit, which has the potential to be modified to suit NSW legislation and conditions.

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In the long term services have made the following suggestions which they feel would be of benefit:

- Recruitment throughout the region is a major issue for all HACC services that use volunteers. Services suggest that a centralised recruitment service would greatly benefit them. At the very least, an emphasis on recruitment for volunteers throughout the region should be a priority for services, as this issue will become more prominent over time.
- At the moment there is very limited training for volunteers, and available on in the Nepean area. Services would greatly benefit from a focus on regional volunteer training options that are specific for HACC services.
- Services feel that long term sustainability would be better achieved by focussing on involving volunteers from different cultural and language backgrounds. This is echoed in the *State Plan: A New Direction for NSW*. The NSW State Government plans to “halve existing gaps in the

participation rates of low income, non-English speaking and Aboriginal communities in volunteering... compared to the total NSW population by 2016” (p35).

## Appendix A: Questionnaire

This is a copy of the questions used for the mapping survey. We conducted this over the phone and send around an email and fax version for those needing it.

**Service Name**

**Address**

**Contact Name**

**Contact Number**

**Email**

**Number Full Time Staff**

**Number Part time staff**

**Current number of volunteers (best guess)**

**Area that service covers (LGA's or region):**

**Main funding sources (tick):**

**Percentage of funding from HACC:**

**How many staff work with or coordinate your volunteers? (eg volunteer manager)**

**What is your best estimate of the amount of time you spend managing your volunteers?**

**What is your best estimate of the total combined hours your volunteers work each week?**

**What work do your volunteers perform?**

**What are the main services provided by your organisation?**

**In your opinion, are there any additional resources that would assist your organisation with volunteer recruitment, retention or training or other issues?**

In addition to this we also conducted in depth interviews (initially these were focus groups). The questions are below:

**What would be the number one service delivery issue affecting your service?**

**Give me an example of something your service has been successful at doing?**

**How do you train your volunteers?**

**What do you do to recruit your volunteers?**

**What if any jobs should be held by paid staff instead of volunteers?**

**How do you engage with CALD and ATSI volunteers and communities?**

**How do you work with existing volunteer support services such as Volunteering Australia?**

**Are there any resources you would like to see produced that would assist your service?**

## Appendix B: Issues affecting volunteer services

This is a combined list of responses to the question of what issue the organisations are facing and what resources services feel they need in order to do their work well.

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### Main issue: Training

Access to affordable venues & expert trainers

Appropriate training material

Consulting with similar orgs for specific training

Disability training for volunteers in disability

More professional training

More training money for professionals with lunch

Professional trainers

Professional training

Access to concise specialised training by experts eg: safe home visits

Training & support

Training, support for our work

Training needs different for each volunteer

Training options eg: combine w/other services

List of orgs providing volunteer training etc.

More HACC trainers for area

Activities & training days

Training issues - attendance e.g.: code of conduct but if outside trainer then they will come.

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### Main issue: Recruitment

\$ for recruitment

Funds for recruitment drives

Need to know how to recruit & need time to recruit

Recruitment & retention of appropriate volunteers for service

Recruitment assistance

Recruitment is difficult but word of mouth is best.

Recruitment: once the volunteers are here can we keep them, but getting them is a problem

Recruitment: suggested an organisation responsible for recruitment & training

sometimes recruitment is urgent but generally volunteers very stable

A position for volunteer recruitment

Council support invaluable particularly for recruitment

Recruiting: suggest one central place for recruiting that feeds volunteers into local subs

Volunteer Resource Organisation to find vet & train volunteers

Finding & keeping volunteers

Volunteer network/pool - to ring up if short of volunteers where people have been vetted would save a lot of time

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**Main issue: Staffing**

No support for permanent staff if ill program cancelled or worker comes sick.

staff to interview/recruit/train

More funding for paid professionals to provide support for vols

Vol recruitment position

Funding for perm casual bus driver

TIME to supervise

We need a paid special needs worker

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**Main issue: funding**

Money

Money for recognition days\*

Money for recognition of volunteers work e.g.: outings

More funding for paid professionals to provide support for vols.

\$ for recruitment

funds for recruitment drives

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**Main issue: recruiting resources and databases**

a list of CALD volunteers

Central western Sydney referral data base of volunteers

Decent resource library with updated information including DVD's/booklets like they have at Penrith volunteer training service

List of orgs providing volunteer training etc.

IT support-data base of referrals

Website that is area specific for volunteers/services

Pool resources across similar org

Manual that encompasses all policies & legal requirements for volunteers with templates including recruiting ideas

resources for publicity of service to attract volunteers

Booklet that is self explanatory re OH&S for volunteers & staff

Advertising

flyers in library attract people etc

Promotional marketing of service to volunteers

Easier access to TIS for interpreters;

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\*note: a recognition day is a day where the work and contribution of volunteers is formally recognised and celebrated.

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