Our Vision
Resilient communities that work together to build capability and capacity to prevent, prepare for, respond to and recover from emergencies.

Our Mission
To improve safety practices and provide timely, quality and effective emergency services, in partnership with local communities and emergency management partners.

Our Role
The Department of Fire and Emergency Services (DFES) has a legislated role to manage a range of emergencies within Western Australia. This includes ensuring our workforce has the capability and capacity to effectively respond to emergencies. It also includes supporting increased community resilience by working with and within communities, focusing on shared responsibilities for the prevention and mitigation of hazard risks.

Volunteer Sustainability Strategy Objective
Is to carry out DFES’ Mission by:

| Objective: Creating a sustainable volunteer emergency services workforce through the following two strategies: |
| Strategy 1. Increase the recruitment of volunteers and broaden the membership diversity. | Strategy 2. Increase the retention rates of emergency services volunteers and improve their experience across a diverse range of roles. |

The Volunteer Emergency Services Workforce Sustainability Strategy focus areas align with the Department’s strategic directions below:

<table>
<thead>
<tr>
<th>DFES Strategy</th>
<th>Volunteer Sustainability Strategy - Focus Area</th>
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</thead>
</table>
| **DFES Strategic Direction 1 - A FUTURE FOCUSED ORGANISATION**  
An organisation capable of anticipating and responding to the changing needs of the community and environment | Collaborate with key stakeholders to raise WA’s emergency services volunteer profile  
Increase community awareness of and support for emergency services volunteering within a shared responsibility framework |

| **DFES Strategic Direction 2 - A LEADING EMERGENCY SERVICES ORGANISATION**  
An organisation that achieves its goals through a foundation of strong leadership, governance, collaboration, cooperation and alignment | Build emergency services volunteer leadership culture to better support and involve their members |

| **DFES Strategic Direction 3 - AN INTEGRATED ORGANISATION**  
An organisation with consistent and integrated systems and business processes | Determine the fiscal and capability costs associated with high volunteer turnover to improve resource planning |

| **DFES Strategic Direction 4 - VALUED AND CAPABLE PEOPLE**  
An organisation that values, protects and develops its staff members and volunteers | Build DFES’ as well as brigades’, groups’ and units’ (BGUs) capacity to attract and recruit volunteers  
Build DFES’ capacity to support and retain volunteers |
Commissioner’s Message – The Way Forward

Emergency services volunteers are critical to protecting Western Australian (WA) communities from disaster; providing over 95% of the emergency services response personnel. WA emergency services volunteers respond to over 7,500 incidents every year and support local communities to prevent, prepare for, respond to and recover from emergencies and disasters including fire, flood, storm, cyclone, road crash, land and sea searches and other rescues.

The foundation for this strategy is based on DFES’ reform program which seeks to be better coordinated and more efficiently resourced. For the purpose of this strategy, an emergency services volunteer is any member who volunteers their time to actively respond to an emergency, support an emergency response or conduct emergency and hazard education and awareness activities. This strategy brings a renewed commitment to ensure Western Australia’s emergency services volunteer workforce is sustainable and more connected to local communities in whatever they do.

This Strategy also supports the Attorney-General’s Department efforts to improve emergency management volunteering around Australia by seeking ways to improve volunteer recruitment and retention. Hence the Strategy will be subject to ongoing review and amendment to ensure it responds to the real and present issues of volunteers and those who develop and support them. This includes addressing collective issues around the level of commitment and training required for each volunteer to carry out their role safely and competently, the unpredictable nature of when and for how long a volunteer may be called for duty, and the impact this may have on their employers and families.

In addition, forecast effects of a changing climate, increased urban sprawl and an ageing population have, and will continue to, challenge our emergency response capability. These challenges have highlighted three core risks to the sustainability of emergency services volunteering in Western Australia:

- The current older volunteer workforce and insufficient succession planning;
- The homogenous volunteer demographic – including low representation of people from culturally and linguistically diverse (CaLD) backgrounds, females and youth; and
- Generally low community involvement in local emergency preparation and response.

These challenges will be addressed as we work together to rethink existing conventions around volunteering in the emergency services. Fundamental to any change will be the support and encouragement given to volunteer brigades, groups and units (BGUs) to increase their engagement with local communities. This engagement will support Government’s shared responsibility agenda for creating safe and resilient communities. Working to achieve safer communities will nurture diversity and innovation which underpin the Western Australian Emergency Services Volunteer Workforce Sustainability Strategy 2015-2024. This Strategy also seeks to foster new partnerships, use evidence-

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1 DFES Annual Report, 2014
2 DFES Strategic Plan 2012-2024 - p1
4 National Strategy for Disaster Resilience, 2011, COAG.
based planning and work more collaboratively with existing stakeholders through a future focused volunteer management framework.

For this framework to be effective, emergency services volunteer culture will be supported to meaningfully engage and embrace cultural diversity, youth, new non-traditional emergency services roles and, most importantly, flexibility around their members’ availability. This will not only raise awareness of emergency services in the community but increase volunteering and action around preparation and response at the local level. Working within the overarching DFES Strategic Plan 2012-2024 reform agenda this strategy will:

- Embrace innovation and new approaches;
- Undertake genuine consultation and inclusion of volunteers, the community and other key stakeholders; and
- Create greater transparency with regard to decision making, accountability and governance\(^5\).

The research trends for the future of emergency services volunteering are concerning yet unequivocal – doing nothing is not an option while anticipating Western Australia’s capacity to respond successfully to disasters and emergencies in the coming decade. Delivering on this strategy requires a concerted focus of effort by DFES, Local Government, volunteers, communities and the Government of WA.

WAYNE GREGSON APM

COMMISSIONER

\(^5\) DFES Strategic Plan 2012-2024 - p5
Reason for this Strategy - Indicators and Ideas

Currently the emergency services volunteer membership profile is characterised by older, Australian born males\(^6\). Overall there are less than 24% of females who volunteer and the average age of members is over 40 years of age. To demonstrate the limited diversity in WA's emergency services volunteers, analysis of the 2,209 people who registered through the Department’s 1800 numbers from 2012 to 2015 shows that 23% were female, less than 1% were Aboriginal or Torres Strait Islander people and only 3.7% were from a non-English speaking background. This underrepresentation of the wider community has implications both for current and future emergency response capability. Market research indicates that the following community attitudes towards emergency services volunteering require attention\(^7\):

- The assumption that volunteers’ work is always dangerous, dirty and requires physical strength;
- The reputation of some volunteer BGUs being exclusive and inflexible;
- Expectations and inflexibility around volunteer attendance, participation and training;
- Limited knowledge of the value and transferability of emergency services training and skills for education and work;
- Preconceived ideas about the type of people suited to the work;
- The over reliance and expectation of the wider community on Government’s role in emergency response and community safety; and
- How emergency services organisations (including individual BGUs) promote themselves.

These factors directly affect current efforts to attract, recruit and retain emergency services volunteers and increase sharing safety responsibility with the community\(^8\). Further research has revealed that to increase participation in emergency services volunteering, the five key issues below, put forward by emergency services volunteers themselves, must likewise be addressed. These are the:

- **Amount of time** volunteers must give to being a volunteer;
- **Training** opportunities, commitment and flexibility;
- Ongoing out of pocket expenses/costs;
- Validation and **recognition** of their commitment and work; and
- Types of **people** that join, lead and manage the services\(^9\).

These issues have directed this volunteer sustainability strategy to focus on two broad outcomes:

- Increase the recruitment of volunteers; and
- Retain them.

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\(^6\) An Analysis of the Volunteer Engagement Survey Results [WA] 2014 Murdoch University
\(^7\) Attracting Volunteers Top Line Findings – 2014, Metrix
AFAC Ltd, 2014. Framework for Engaging Diverse Volunteers: A tool Kit for involving the next generation of emergency services volunteers, Commonwealth of Australia
This strategy also seeks to foster relationships with local communities regarding their own safety by either becoming a volunteer or actively supporting their local emergency services volunteers. Great capacity resides in the community to help local emergency services and DFES prepare for and respond to emergencies. However, DFES and key stakeholders need to engage more actively with the wider community around the actions individuals can take to improve their community’s resilience and safety.

**All Our Stakeholders Are Important**

Many of the challenges around the sustainability of emergency services volunteering in Western Australia are shared by other agencies and volunteer associations around Australia. In response, much research and deliberation has taken place to address the risks to our emergency response capability; especially around the national focus on ‘building community resilience’\(^{10}\).

Sustaining a vibrant volunteer workforce requires collaboration, consultation and commitment to create change. This is the basis upon which we will endeavour to conduct our work and our interaction with all of our stakeholders, both internal and external to DFES, including: the community, volunteers and their associations, Local Government, the corporate and private sector, not-for profit, education and research industries and other Government departments. Sharing evidence, products and ideas will give us all the best opportunity to develop, value and protect volunteers.

**How Will We Judge Success – Our Measures**

It is important that initiatives are measured both qualitatively and quantitatively to ensure that resources and activities are effective. This requires understanding both the perceptions and experiences of volunteers and stakeholders as well as measuring the resources invested in the Strategy.

This Strategy is implementing new business initiatives as well as improvements to existing activities and processes in the emergency services volunteer workforce. Therefore it is important that we measure and track change; and be cognisant of possible adjustments that may be required. Through evidence gathering, we will measure the effectiveness of work using the following criteria:

<table>
<thead>
<tr>
<th>Volunteer Sustainability Strategy</th>
<th>What we will measure</th>
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</table>
| 1. Increase the recruitment of volunteers and broaden the membership diversity | ● Percentage per capita of people in emergency services volunteering as a whole, per region, per service and against BGUs maintaining adequate ‘profiles’;  
● Percentage of emergency services volunteers within the overall Western Australian volunteer workforce;  
● Range of age and gender of volunteers across all services;  
● Range of cultural diversity amongst emergency services volunteers, per region, per service;  
● Range of volunteer roles and activities within each service  
● Number of projects and partnerships with stakeholders - within |

\(^{10}\) COAG, 2011. *National Strategy for Disaster Resilience*, Commonwealth of Australia
Endorsed V1. 7 July 2015 - DFES Volunteer Sustainability Strategy 2015 to 2024

| metropolitan, regional and remote areas and | \- Range of community volunteer support activities - within metropolitan, regional and remote areas;  
| \- Level of community natural hazard risk perception preparation – within metropolitan, remote and regional areas;  
| \- Stakeholder perception of DFES engagement and collaboration and planning and decision making; and  
| \- Community and employer perceptions of emergency services volunteers  

### 2. Increase the retention rates and the quality of their volunteer experience for a diverse range of emergency services volunteers

- Attrition rate of emergency services volunteers as a whole, per region, per service and against BGUs maintaining adequate ‘profiles’;  
- Duration of emergency services volunteer participation per service, per region and demographic;  
- Volunteers’ perception of their service and leadership;  
- Volunteers’ perception of volunteering experiences - per service and region;  
- Volunteers’ confidence in safety, health and wellbeing - per service and region;  
- Percentage of emergency services volunteers engaged in formal training and development - per service and region;  
- Volunteer satisfaction with training and development - per service and region;  
- Number of targeted resources and programs implemented - per service and region; and  
- Evaluation of program outcomes.

### To Deliver this Strategy DFES Commits to:

- Continuing to seek the opinions and experiences of volunteers their Associations;  
- Involving the community;  
- Working effectively and efficiently to ensure timely outcomes;  
- Engaging stakeholders and develop partnerships;  
- Carrying out research to inform decisions;  
- Developing evidence-based resources;  
- Supporting and including all emergency services volunteers across the State;  
- Evaluating and reviewing our work to identify challenges, successes and opportunities;  
- Receiving input from key stakeholders;  
- Determining funding opportunities to undertake specific projects; and  
- Being an enabler of projects and programs.

### How Will We Do It – Through the Principles of Change Management

Communicating change and its purpose is critical to the successful implementation of any business adjustment. This requires careful planning for and engagement with key stakeholders through an engagement process that provides direction, guidance and support for staff and volunteers internal and external to DFES.
The priorities for action in the Strategy will be identified from consultation with key stakeholders (change agents) who will be involved in determining the ‘engagement journey’ with each stakeholder group. The effectiveness of any initiative will only be realised through a shared, genuine commitment and willingness for change and managing and supporting this is imperative. The Emergency Services Volunteer Workforce Sustainability Strategy 2015-2024 change management will be achieved through an embedding process where new business objectives will be articulated carefully in order to build personal commitment and support.

The Strategy will be sustained by a steering committee selected from key internal and external stakeholders to drive the Emergency Services Volunteer Sustainability Strategy Implementation Plan and set priorities. This work will be predominantly project based and will require specific funding and resources to develop, implement and evaluate the activities. Resources to implement such projects will be sourced from:

- ‘Business as usual’ programs within existing resources via branch and directorate annual planning;
- New internal funding opportunities subject to the corporate business case application and approval process;
- Application for external State and National funding opportunities; and
- Seeking opportunities from corporate sponsorships and grants.
## What We Will Do – Outcomes and Actions

### Strategy 1. Increase the recruitment of volunteers and broaden the membership diversity

#### Focus Area 1.1 Collaborate with key stakeholders to raise WA’s emergency services volunteer profile

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Actions</th>
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</table>
| Volunteer Associations and Volunteer Advisory Committees (VACs) are more engaged and collaborative around volunteer planning. | • Collaborate with the Volunteer Advisory Committees to determine a common approach to volunteer recruitment and retention  
• Work with emergency services volunteer associations to implement consistent volunteer objectives  
• Create opportunities for the volunteer associations to support and promote change in emergency services volunteering |

| Findings and recommendations from research, inquiries and reports are incorporated into WA’s emergency services volunteer planning and review | • Incorporate the endorsed recommendations of the 2015 Auditor General’s report on volunteering into DFES and VACs approach to volunteering  
• Ensure national research and discussion around emergency services volunteering is included in WA’s future planning and support for volunteers  
• Relevant State and National frameworks (such as the *National Strategy for Disaster Resilience 2011*, *Framework for Engaging Diverse Volunteers 2014* and the *National Emergency Management Volunteer Action Plan 2012*) are considered in volunteer planning to increase outcomes, national comparable data and opportunities for funding |

| DFES corporate and career personnel are more engaged with volunteers and include volunteer needs and issues in all associated planning | • Develop an embedding strategy to ensure the successful role out of this Strategy’s actions and the achievement of its outcomes  
• Undertake an organisational audit of DFES interaction with and support for volunteers  
• Actively seek and integrate volunteer feedback into corporate planning and programs  
• DFES’ *Working Effectively with Emergency Services Volunteers* (WEESV) program is offered to a wider range DFES personnel  
• Develop a *Volunteer Sustainability Steering Committee* to ensure dialogue and action around all volunteer business requirements  
• DFES regional offices are supported to work more collaboratively and effectively with their Local Government and BGUs  
• Work with DFES business areas to embed consideration of volunteers in planning, resourcing and change initiatives |
| Private and corporate sector volunteering opportunities are integrated into emergency services volunteer deployment, support and local community engagement | • Address the reliability of volunteer membership records  
• Establish new recruitment profiles to satisfy legislative compliance  
• Ensure appropriate policy, procedures, structures and systems are in place to support recruitment activities  
• Foster alliances with the corporate sector to promote support of emergency services volunteering  
• Develop a collaborative corporate volunteering model with the corporate sector that supports both operational and non-operational volunteer activities  
• Formalise DFES policy and procedures to engage corporate volunteering  
• Promote corporate volunteering in DFES as a resource to support communities to implement mitigation and volunteering at the local level |
|---|---|
| There is an increase in Local Government involvement and support for emergency services volunteering in their regions | • There is an increase in Local Government involvement and support for emergency services volunteering in their regions  
• Develop stronger and consistent partnerships with Local Government throughout WA to provide opportunities to support local volunteer recruitment  
• Engage WA Local Government Association (WALGA) to support and promote emergency services volunteering  
• Action outcomes of the emergency services Legislative Review  
• Facilitate local BGUs to work with their Local Government to collaborate around engaging the community in volunteering and hazard risk  
• Ensure resources are available for BGUs to engage their local government office |
| The education industry is engaged to increase the profile and inclusion of emergency services volunteering, skills and opportunities in secondary and tertiary institutions | • The education industry is engaged to increase the profile and inclusion of emergency services volunteering,  
• Develop capacity for formal recognition of emergency services volunteering in academic qualifications  
• Foster project partnerships with universities, colleges and TAFES to provide volunteer research  
• Enable qualifications acquired outside of emergency services to be recognised by DFES/Local Government  
• Evaluate the school based cadet and youth programs to ensure content and qualifications are aligned with education industry outcomes and maximise youth transfer into volunteering  
• Work with DFES regional offices and volunteer associations to develop BGUs relationships with local schools  
• Progress opportunities to have emergency services cadets implemented throughout  
• Collaborate with the education industry to increase the profile and inclusion of emergency services volunteering,  
• Develop capacity for formal recognition of emergency services volunteering in academic qualifications  
• Foster project partnerships with universities, colleges and TAFES to provide volunteer research  
• Enable qualifications acquired outside of emergency services to be recognised by DFES/Local Government  
• Evaluate the school based cadet and youth programs to ensure content and qualifications are aligned with education industry outcomes and maximise youth transfer into volunteering  
• Work with DFES regional offices and volunteer associations to develop BGUs relationships with local schools  
• Progress opportunities to have emergency services cadets implemented throughout |
WA especially in the Pilbara and Kimberley
- Work with DFES Community Engagement Directorate to include learning around emergency services volunteering in early childhood education

**Improved employer support for emergency services volunteering**
- Improve DFES access to volunteer employer contact details to enable greater engagement
- Investigate the environment of employers of emergency services volunteers to determine their issues and requirements. Develop ‘employer rights and responsibilities resources’

**Key not-for-profit organisations are engaged in promoting emergency management volunteering**
- Consult key not-for-profit organisations around the development of the Strategy
- Develop DFES policy and procedures for spontaneous volunteering
- Consult key not-for-profit organisations to identify collaborative opportunities to increase emergency services volunteering
- Establish formal mechanisms to engage not for profit sector bodies to provide advice for and promotion of emergency services volunteers in the work place
- Engage with the not-for-profit sector on DFES corporate and spontaneous volunteering policies
- Consult other volunteer organisations during planning to identify a broad range of ideas and initiatives to improve our volunteers’ experiences and support

<table>
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<tr>
<th>Focus Area 1.2</th>
<th>Build DFES’ as well as brigades’, units’ and groups’ (BGUs) capacity to attract and recruit volunteers</th>
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<tbody>
<tr>
<td><strong>Outcomes</strong></td>
<td><strong>Actions</strong></td>
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</table>
| A more diverse range of people are engaged in emergency services volunteering | - Ensure the Volunteer Leadership Program contains engagement around multiculturalism, gender bias, youth and people with disability  
- Develop a comprehensive volunteer induction package  
- Offer a Work Place Trainer and Assessor capability for volunteers  
- Ensure that volunteer recruitment planning is underpinned by research and evidence  
- Ensure volunteer engagement resources reflect new roles and audiences  
- Ensure volunteering is included in the Disability Access and Inclusion Plan  
- Review the BGU based juniors’ program to ensure it is supported to encourage local youth recruitment  
- Create materials which promote and support volunteer diversity  
- Ensure the volunteer mentoring program is up to date, supported, promoted and evaluated |
| Emergency services volunteering has a contemporary, powerful and inclusive | - Create a new generic slogan/strapline for DFES volunteer sector |
| A diverse range of non-operational volunteer roles are well established and wide spread in local BGUs | • Enhance and make available online volunteer attraction and recruitment resources  
• Optimise corporate communications opportunities to showcase volunteers  
• Establish formal mechanisms for people from diverse backgrounds to participate and contribute to attraction and recruitment initiatives |
| Marketing resources are developed that are targeted and contemporary | • Review the maximum number of members permitted in a BGU and amend as required to allow for additional activities and increased members  
• Develop an ‘expanded role’ framework to identify and promote non-traditional roles  
• Training Pathways are created for non-operational response roles  
• Seek endorsement from the organisational leadership, VACs and volunteer associations of the proposed non-operational roles in BGUs  
• Implement DFES’ *Digital Media Strategy* to build volunteer capacity in such activities as local volunteer Facebook, website and blog curators and moderators  
• Ensure targeted activities are implemented to attract a wider range of volunteers |
| Training and resources are implemented more efficiently and effectively | • Redevelop the DFES volunteer webpages for the public to promote diversity and new roles in emergency services volunteering  
• Update all volunteer engagement resources and formats to reflect new roles and target audiences  
• Offer volunteer resources in various formats to support market needs  
• Optimise social networking and digital communication for marketing and recruitment activities  
• Redevelop the DFES volunteer portal in accordance with the DFES *Digital Media Strategy* and the Corporate Business Case 2015  
• Develop and implement a *business/governance model* for the ongoing management and currency of information on the volunteer portal |
| More volunteers are engaged from the metropolitan area to support State | • Volunteers are engaged in a relevant Pathway  
• Develop e-learning resources for volunteers where appropriate to reduce ‘training time’  
• Track the timeliness of new volunteers’ training Pathway to ensure qualifications and competencies are achieved in a reasonable timeframe  
• Implement the *Volunteer Identity Card*  
• Promote the wider transferability of volunteer training to work and/or education  
• Develop capacity for volunteer training to be implemented in the regions  
• Increase engagement of community members from WA metropolitan areas to |
Focus Area 1.3 Increase community awareness of and support for emergency services volunteering within a shared responsibility framework

<table>
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<tr>
<th>Outcomes</th>
<th>Actions</th>
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</table>
| Local communities and their BGUs work together to increase community resilience | • Build the *sharing responsibility* agenda into volunteer planning and partnerships and ensure it is part of all volunteer training and induction  
• Support and encourage DFES programs and resources that work directly with communities to improve disaster preparedness, response and risk perception including the:  
  o *Bushfire Ready, Resilient Communities* programs and the proposed *Volunteer Media Training Program*  
• Develop resources for local BGUs to promote a shared responsibility  
• Develop targeted programs and campaigns that communicate emergency services volunteering to local communities  
• Develop programs and resources for volunteers in collaboration with volunteers |

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<tr>
<th>Outcomes</th>
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</table>
| Local Government, schools, businesses and organisations increase their support for and promotion of emergency services volunteering | • Develop diversified roles for brigades, units and groups to provide greater opportunity from local community members, businesses and Local Government  
• Nurture BGUs capacity to drive this agenda in their local communities  
• Ensure resources and information are available for local employers of volunteers |

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<tr>
<th>Outcomes</th>
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</table>
| More volunteers educate their communities around natural disasters and make them more risk aware and prepared | • Develop volunteers’ capacity to improve community resilience and involve the community by developing:  
  o a volunteer community education *Pathway* program  
  o DFES social networking and digital communications strategies for local volunteers to use as a local communicative tool |

**Strategy 2. Increase the retention rates and the quality of their volunteer experience for a diverse range of emergency services volunteers**

Focus Area 2.1 Build DFES’ culture to support and retain volunteers

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Actions</th>
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<tbody>
<tr>
<td>DFES culture is recognised for its strong emergency services volunteer</td>
<td>• Ensure the Strategy undergoes an embedding program to ensure widespread</td>
</tr>
<tr>
<td>advocacy</td>
<td>Volunteers feel valued, supported and recognised for all the work they do including non-operational activities</td>
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<tr>
<td>understanding and action around volunteer value and support • Ensure DFES policy and procedures values volunteer interests • Continue to evaluate volunteer experiences and leadership • Continue to develop DFES capacity to actively support and contribute to the VACs • Ensure DFES creates a culture which validates volunteering • Ensure DFES promotes a culture of informed decision making around volunteer issues • Ensure that the DFES staff induction package includes the significance of volunteers and how corporate staff must engage them • Develop DFES regional offices’ capacity to better engage and support their local BGUs • Provide resources to support and implement volunteer programs and initiatives</td>
<td>develop policy and doctrine to specifically support an emergency services volunteer overarching induction package • Examine innovative ways to recognise and acknowledge the efforts of volunteers • Implement DFES Safety Management System for DFES volunteers • Encourage DFES and Local Governments to participate in volunteer recognition activities • Identify, develop and promote additional qualification and training opportunities for targeted volunteer groups via Pathways • Develop a volunteer membership benefits program • Implement the Volunteer Fuel Card Scheme • Implement the Volunteer Hardship Program • Regularly seek volunteer feedback on their experiences and opinions in order to guide planning and review • Ensure the redevelopment of the volunteer portal creates an engaging two-way communicative environment • Ensure volunteer training and resourcing is timely</td>
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<thead>
<tr>
<th>Implement more efficient and effective volunteer administrative processes</th>
<th>Implement more efficient and effective volunteer administrative processes</th>
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<tbody>
<tr>
<td>• Redevelop the volunteer portal to provide online recruitment, administration, training and development • Improve volunteer record keeping • Ensure the portal redevelopment prioritises fast and efficient administration • Facilitate inter-service recognition of emergency services competencies</td>
<td>• Redevelop the volunteer portal to provide online recruitment, administration, training and development • Improve volunteer record keeping • Ensure the portal redevelopment prioritises fast and efficient administration • Facilitate inter-service recognition of emergency services competencies</td>
</tr>
<tr>
<td>Focus Area 2.2  Build emergency services volunteer leadership culture to better support and involve their members</td>
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<tr>
<td><strong>Outcomes</strong></td>
<td><strong>Actions</strong></td>
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</table>
| Emergency services volunteer BGUs have strong, capable and compassionate leaders | • Develop internal promotional material that markets an emergency services volunteer image of a supportive and inclusive culture  
• Develop a broad range of resources to build and change volunteer leadership  
• Ensure the Volunteer Leadership Program includes learning to develop volunteer leaders’ capacity to create inclusive and supportive teams  
• Ensure DFES regional offices foster local volunteer leaders that build inclusivity with their members  
• Ensure an easy to access and efficient process for volunteer grievance |
| Volunteer leadership promotes a culture of health and safety amongst members | • Develop ‘Fit for Duty’ policy and procedures for volunteers  
• Promote health and safety into the volunteer workforce as a priority for all  
• Create capacity to develop specific work, health and safety campaigns to target |
Volunteer issues as they arise
- Ensure volunteer leaders understand the process and procedures around health and safety
- Develop specific volunteer templates to assist them in reporting and mitigating risks and injury

Volunteer leadership encourages local community involvement to support BGU activities
- Existing programs and resources are reviewed to ensure volunteer leaders can engage support from their local community as needed
- Develop DFES regional office capacity to work with local BGU leadership to engage with their local communities

| 2.3 Determine the fiscal and capability costs associated with high volunteer turnover to improve resource planning |
|---|---|
| **Outcomes** | **Actions** |
| Improved understanding of the costs of recruitment and training of volunteers | • Quantify and qualify the:
  o fiscal costs and
  o the service delivery impact of premature volunteer exits
| Resources are directed to volunteer recruitment and retention activities to increase cost effectiveness of volunteer training | • Implement evidence-based adjustments to expenditure and support to volunteers
  • Undertake evidence-based review of the risks associated with volunteer exits
  • Educate stakeholders on the costs of unwanted volunteer attrition |