

# Volunteer Strategy



2019-2022

More  
than just  
a meal



Meals on Wheels

## Contents

Acknowledgement of Traditional Custodians.....	1
Message from the State Manager/Board.....	2
Executive Summary .....	2
Vision .....	3
Key Directions and Action Plan.....	3
Introduction .....	4
What is Volunteering.....	4
Principles of Volunteering.....	5
Competition for Volunteers .....	5
Statistics.....	6
How Volunteers Contribute at Council .....	8
Feedback from Surveys.....	9
The Strategy .....	10
Monitoring and Evaluation .....	10
Key Directions and Action Plan.....	11

### **Acknowledgement of Traditional Custodians**

“Queensland Meals on Wheels acknowledge the Traditional Owners of the lands upon which our Member Services are placed. We pay respect to their Elders both past, present and emerging, we also recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders”

## Message from the State Manager

Meals on Wheels in Queensland is built upon the commitment and dedication of our 15,000 volunteers, who are binding our communities together and truly making a difference to over 12,000 Queenslanders each day of operations.

Founded in 1956 by the late Rhoda Cameron, who saw a need in her local community for a meals delivery service, Meals on Wheels in Queensland continues to deliver on its core promise of More than Just a Meal, providing our clients and their families with peace of mind, a genuine sense of community, companionship and a regular check in on their welfare. With over 140 Meals on Wheels organisations (Member Services) operating across Queensland, the opportunity to participate with our inclusive and diverse network of services has never been greater.

Our Volunteer Strategy recognises the proud history and culture of our organisations and volunteers, and the social impact and benefits volunteers contribute. It also recognises the challenge of the ever-changing world we live in and emphasises our ability to modernise and be flexible to the needs and requirements of both clients and volunteers alike.

The Meals on Wheels Volunteer Strategy provides the key strategic direction we need to take to be successful in how we promote, recruit, support and retain, engage, celebrate and recognise our volunteers and build capacity within our Member Services.

Queensland Meals on Wheels looks forward to delivering this Strategy in partnership with our Member Services, Volunteers and the many organisations who engage with or support Meals on Wheels and the service we provide.

On behalf of the Board of Directors, I would like to thank everyone who has contributed to the development of this inaugural volunteer strategy and we look forward to our current and next generation of volunteers participating and experiencing in the work of Meals on Wheels who are the people who truly make it more than just a meal.



Evan Hill  
Interim State Manager  
Queensland Meals on Wheels Ltd



## Executive Summary

The Volunteer Strategy sets out Queensland Meals on Wheels Ltd's vision and approach to support volunteering within our Member Services across the state of Queensland. This Strategy provides a framework for the promotion, recruitment, support, recognition and celebration of Meals on Wheels' volunteers at a local and state level, encouraging a responsive and supportive environment for all volunteers. QMOW recognises there is a vibrant culture of volunteering and communities are stronger due to the inclusiveness volunteering promotes in their community.

#### Aims of the Volunteer Strategy:

- Promote volunteers and volunteering opportunities
- Engage and retain volunteers
- Ensure standards of best practice and consistency in supporting volunteers
- Recognise and celebrate volunteers
- Build capacity of Member Services in Volunteer Management.

As QMOW moves forward we want to be confident that our contribution to the volunteer sector serves our Member Services and their communities as well as the wider Meals on Wheels network as a whole. Volunteers are a resource we should nurture, support and celebrate and play a critical role in multiple community services.

Through effective collaboration, we will continue to exceed expectations and review the achievements of the strategy, evaluate new opportunities and monitor the resources available, to ensure we continue to work more effectively in today's complex world.

## Vision

**Meals on Wheels in Queensland to be recognised and celebrated in our communities as a leader in volunteer involving organisations.**

## Key Directions

### **Key Strategic Direction 1: Promotion**

Promote and inform the benefits of volunteering.

### **Key Strategic Direction 2: Recruitment**

Implement leading recruitment practice and high-quality standards for volunteers.

### **Key Strategic Direction 3: Support and Retention**

Ongoing commitment to volunteer participation, support and development.

### **Key Strategic Direction 4: Engagement, Celebrate and Recognise**

Volunteers are appreciated, acknowledged and celebrated.

### **Key Strategic Direction 5: Capacity Building**

Share and develop best practice in volunteer management within Member Services.



Delivery Volunteers – Holland Park MOW

## Introduction

Queensland Meals on Wheels recognises the pivotal role that volunteers play within the community. Many community organisations, programs, clubs and sports would simply not exist without the dedication of volunteers. Volunteering is an essential community resource which promotes active citizenship and social inclusion. Volunteering extends value to our communities to make them safe, robust, inclusive and culturally rich as volunteers come from all walks of life and come together to achieve a common goal for their volunteer organisation.

Volunteering provides a vehicle for individuals or groups to address human, environmental and social needs. Volunteering is often thought of in terms of the benefits it brings to others; however, it also benefits the individual; increased social interaction, self-awareness and confidence, benefits mental health, helping them to achieve their own objectives, enhance their skills and extend their experience in various working environment and more broadly the Aged Care sector.

The economic value of volunteers is enormous, their hard work and dedication equates to large volumes of paid work. To use QMOW as an example, if our 10,000 volunteers did only one hour of volunteering per week (vastly underrating their contribution), calculated at \$42.25 per hour\*, the value of that time would equate to \$21,970,000 annually.

Within Queensland, an estimated 18.8% of our population currently volunteer. Statistically, this number has seen a slight decline over the past ten years, being 19.4% nationally in 2011.

## What is Volunteering

Australia has a strong tradition of volunteering. Volunteers reflect the character of our nation, our distinctly Australian spirit of lending a hand and helping out. Volunteers are critical partners of, and participants in, societies throughout the world. Volunteering can be regular, episodic, formal or informal, pre-planned or a spontaneous response to emergencies. It can be done through an organisation, workplace or individually in person or online.

In 2015, after significant community consultation, the Peak Body – Volunteering Australia adopted the following definition:

### ***Time willingly given for the common good and without financial gain***

The new definition of 'volunteering' covers a wide range of activities, including:

- Formal volunteering that takes place within organisation (including institutions and agencies); and
- Informal volunteering (volunteering that takes place outside an organisational setting).

Source - © 2015 Volunteering Australia

***“To bring together through the vehicle of volunteering the energy, capabilities and positivity of people who want to create a better world by giving something back is both inspiring and a privilege”***

Mara Basanovic – Chief Executive Officer, Volunteering QLD

\* Economic value as determined by Australian Bureau of Statistics as of the 15 August 2018

## Principles of Volunteering

The principles of volunteering are the result of a national consultation undertaken in 1996 with a wide range of stakeholders;

- Volunteering benefits the community and the volunteer:
- Volunteer work is unpaid;
- Volunteering is always a matter of choice;
- Volunteering is not compulsorily undertaken to receive pensions or government allowances;
- Volunteering is a legitimate way in which citizens can participate in the activities of their community;
- Volunteering is a vehicle for individuals or groups to address human, environmental and social needs;
- Volunteering is an activity performed in the not for profit sector only;
- Volunteering is not a substitute for paid work;
- Volunteers do not replace paid workers nor constitute a threat to the job security of paid workers;
- Volunteering respects the rights, dignity and culture of others; and
- Volunteering promotes human rights and equality.

Source - © 2018 Volunteering Australia

## Competition for Volunteers

This strategy acknowledges that the number of people giving freely of their time is slowly decreasing within the Australian population. The competition that exists within the marketplace for volunteers is not only from other organisations. Any other activity; be that volunteering with another organisation or a leisure activity such watching the television; that the person may choose to undertake rather than volunteer with Meals On Wheels is our biggest competitor when recruiting and retaining volunteers.

***“Great way to practice social skills, I make new friends to keep me healthier & happier. It is loads of fun”***

Volunteer response, Griffith University Research Survey – 2018



Delivery Volunteer and Client - Carina MOW

## Statistics

Statistics from the ABS Census 2016 indicate that 1 in 5 people of the Queensland population, over the age of 15, volunteer. Understanding why people volunteer makes it easier to find and keep volunteers participating. It makes sense to do everything we can to promote, support, grow and recognise volunteering, aiming to increase participation. QMOW acknowledges the contribution from our younger volunteers, in particular, those under the age of 15, that freely give their time to volunteering and are not reflected within these statistics.

Queensland		2016	
Volunteer Status	Queensland	National	
Volunteer	18.8%	28.2%	
Not a Volunteer	71.2%	71.8%	
Total persons aged 15+	3,790,492	19,037,284	

Source: Australian Bureau of Statistics 2016.

### Who volunteers?

- 5.7 million adult Australians (28.2%)
- Slightly more women (20.9%) than men (17.1%)
- 23.5% of those aged 40 to 49 years volunteer, the highest participation level of any age group

### How many hours do they volunteer?

In 2016, there were 8.6 million volunteering involvements nationally. On average, volunteers contributed 128 hours of voluntary work in the previous 12 months or an average of 86 hours per involvement. In 2016, Australia volunteers worked a total of 743 million hours.

### What do they do?

Three most common types of agencies in which people volunteer:

- Sport and recreation (31%)
- Education / training (24%)
- Welfare / community (21%)

### Why do they volunteer?

- To help others or the community (57%)
- Personal satisfaction (44%)
- To do something worthwhile (36%)
- Social contact (22%)
- To be active / use skills (16%).

**Four most common volunteering activities:**

- Management/committees/committees (26%)
- Fundraising/sales (23%)
- Preparing and serving food (14%)
- Coaching/refereeing/judging (14%)

(Sourced from the Australian Bureau of Statistics 2016)

**Volunteers in Meals on Wheels?**

- 15 000 volunteers across 140 Member Services in Queensland
- Over 100 completely volunteer governed Member Services
- Average age of a Meals on Wheels volunteer was 72 years old



Delivery Volunteer – Centenary Meals on Wheels

## How Volunteers Contribute at Meals on Wheels

Meals on Wheels relies heavily on volunteers to run the majority of our Member Services, as incorporated not for profit associations. Meals on Wheels utilise volunteers in many ways, included but are not limited to:

### **Governance Roles**

The governance structure for many of our Member Services and the QMOW governing board is comprised of volunteer members. These volunteers are vital in meeting the legal and regulatory obligations of the organisation through best practice governance.

### **Administration Roles**

Volunteers play an important role in the day to day administration of Member Services. Undertaking roles such as service or volunteer coordinator, general office administration or assisting with everyday tasks such as run sheet collation; all play a vital part in ensuring the clients receive their meals.

### **Meal Preparation Roles**

Over half our Member Services operate kitchen in which the food for our clients is produced. Most of our meal preparations are under the supervision of a paid staff member in the role of chef or cook with the majority of staff within the kitchen being volunteers. A small number of our “cooking” Member Services are completely reliant on volunteers for their operations, from menu selection to preparation and packing.

### **Delivery Roles**

The quintessential volunteer role within Meals on Wheels is that of our delivery volunteers. With the modern day individual packaged meals, the delivery volunteer remains most vital. Delivering more than just the meal, these volunteers provide companionship, compassion and friendship to our clients with every delivery. Ensuring our clients remain safely within their own home with a quick chat and welfare check.

### **Promotional**

Volunteers can help to promote Member Services in their local areas by manning information stalls at local shopping centres or events such as Seniors Expos. Spreading awareness of the Service to the general public whilst capturing potential volunteers and clients for the Service.

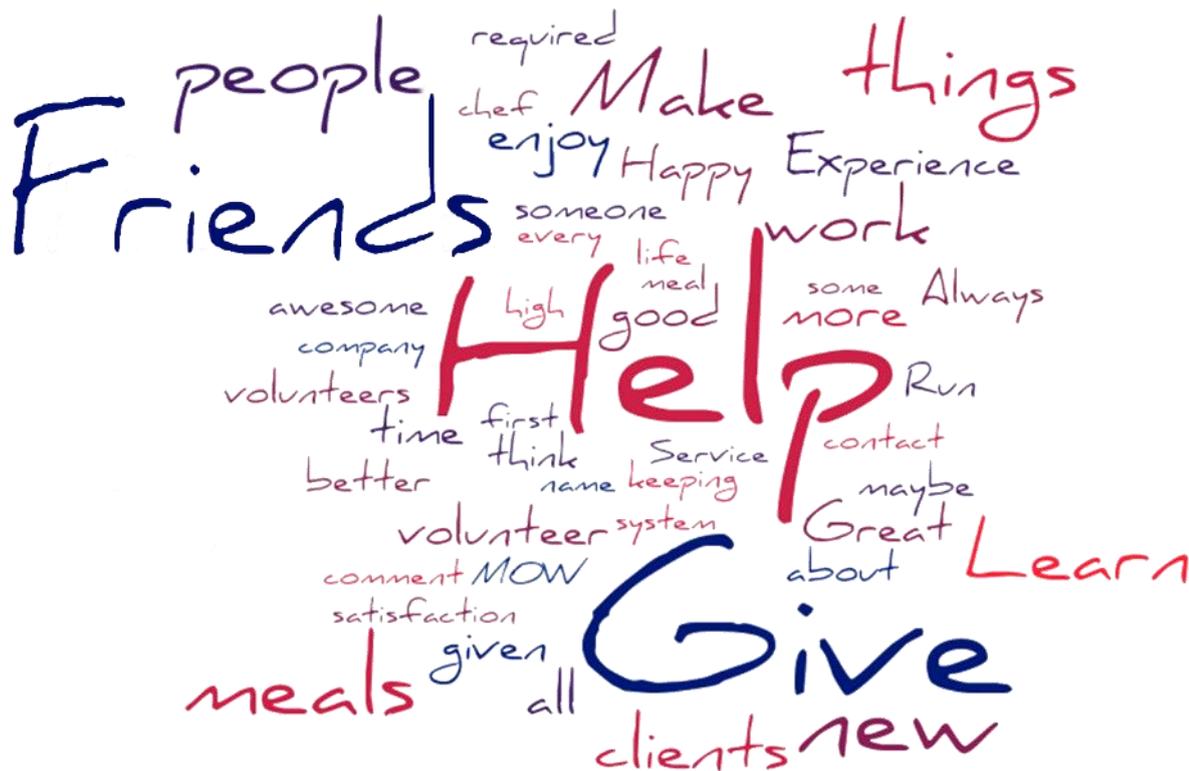
### **Fundraising**

Some Member Services actively fundraise for their service through local events such as “Bunnings” Sausage Sizzle, stalls at local events and markets with the support of their volunteers to man such events. Other volunteers may assist in grant writing to secure funds for necessary upgrades to facilities and equipment. These activities raise necessary funds to support the Service in providing an affordable and economic service to its clients.

## Feedback from Surveys

Regular surveys are undertaken with Member Services from which feedback is sort from volunteers and clients. Within the work undertaken by Griffith University in 2018, a survey of volunteers asked them to describe the benefits of volunteering with Meals on Wheels. The results clearly indicated that volunteers found their experience in volunteering rewarding and satisfying. Respondents also highlighted that they felt appreciated for their contribution.

*Volunteers say that volunteering is...*



WordItOut

***“It is very fulfilling. I enjoy the company of our clients. They are wonderful people with interesting stories to tell. I become friends with them and it benefits me emotionally and mentally and puts my own life and its challenges into perspective. I feel very happy and inspired after doing MOW.”***

Griffith University Research Survey – 2018

***“The staff and other volunteers are a awesome bunch of people to work with I have enjoyed every minute of it and have possibly made some good friends I enjoy what I have been learning from the chef she is awesome.”***

Member Service Volunteer Satisfaction Survey – 2018

## The Strategy

The five key strategic directions have been created to highlight the areas that QMOW will focus on to support Member Services and strive to meet best practice for the volunteers of Meals on Wheels. The strategy lists activities and resources that will be available to Member Services advocating volunteer management best practice under each of the key strategic directions.



## Monitoring and Evaluation

The implementation and outcomes of the Meals on Wheels Volunteer Strategy will be monitored and reviewed annually. The Volunteer Support Officer together with the QMOW management team will be responsible for driving the momentum of delivering the strategy. The strategy will be updated and reported against annually.

The following evaluation methods will be undertaken to ensure the strategy achieves its target:

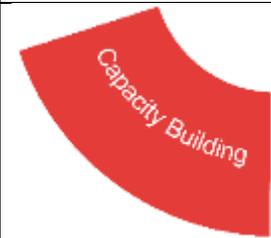
1. Membership Surveys to measure Member Services satisfaction with activities.
2. Increase in volunteer numbers
3. Client Satisfaction and Feedback Surveys
4. Qualitative feedback gathered from Member Service Visitations



Celebrating and Recognising Our Volunteers

## Key Directions - Activities and Resources

	<p><b>Key Strategic Direction 1: Promotion</b> Promote and inform the benefits of volunteering.</p> <p>Actions undertaken: Build the State-wide online presence via web and social media Grow our presence at expos and trade fairs focused at key sector markets Establish high profile ambassadors' program (to be piloted) Retain and promote membership of Peak Bodies for Volunteering and Volunteer Resource Centres</p>	<p>On-going On-going</p> <p>May 2020 On-going</p>	<p>KPIs</p> <p>% Increase in promotional activities</p> <p>%increase in SM following</p> <p>Feedback from peak bodies and partners</p> <p>No of Ambassadors established</p>
	<p><b>Key Strategic Direction 2: Recruitment</b> Implement leading recruitment practice and high-quality standards for volunteers.</p> <p>Actions undertaken: Manage and utilise the Viktor System (<a href="https://www.volunteer.com.au/">https://www.volunteer.com.au/</a> - Seek Volunteer) through Volunteer Queensland on behalf of Member Services Establish targeted recruitment strategy for Governance Roles (including succession planning) Design and development of recruitment resources e.g. Facebook posts Grow our presence at events targeted towards volunteer acquisition Develop specific resources for youth and corporate volunteer recruitment</p>	<p>On-going</p> <p>December 2019</p> <p>June 2020 On-going December 2019</p>	<p>KPIs</p> <p>% increase in overall No of volunteers</p>

	<p><b>Key Strategic Direction 3: Support and Retention</b> Ongoing commitment to volunteer participation, support and development.</p> <p>Actions undertaken: Ongoing advice and support to Member Services in the management of volunteers Provision of volunteer training through a mix of Face to face and online Investigate innovation in Service Delivery for the benefit of Volunteers</p>	<p>On-going</p> <p>On-going – Plan developed annually</p>	<p>KPIs</p> <p>Member Services Satisfaction</p> <p>No of training programs delivered</p>
	<p><b>Key Strategic Direction 4: Engagement, Celebrate and Recognise</b> Volunteers are appreciated, acknowledged and celebrated.</p> <p>Actions undertaken: Maintain and promote a system of recognition and rewards program Provide resources for volunteer recognition Share volunteer success stories and accomplishment/experiences in service delivery Develop an Alumni program</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>May 2020</p>	<p>KPIs</p> <p>Member Services Satisfaction</p>
	<p><b>Key Strategic Direction 5: Capacity Building</b> Share and develop best practice in volunteer management within Member Services.</p> <p>Actions undertaken: Provide Member Services with effective volunteer management systems and practices that meet the National Volunteer Standards Provide advice, support and training in Volunteer Management</p>	<p>On-going</p> <p>On-going</p>	<p>KPIs</p> <p>Member Services Satisfaction</p>