

[bnhcrc.com.au](http://bnhcrc.com.au)

# OUT OF UNIFORM: BUILDING COMMUNITY RESILIENCE THROUGH NON-TRADITIONAL VOLUNTEERING

Annual Report 2016-17

John Handmer, Blythe McLennan, Joshua Whittaker, Tarn Kruger  
Centre for Risk and Community Safety, RMIT University, Victoria





Version	Release history	Date
1.0	Initial release of document	13/09/2017



**Australian Government**  
**Department of Industry,  
 Innovation and Science**

**Business**  
 Cooperative Research  
 Centres Programme

All material in this document, except as identified below, is licensed under the Creative Commons Attribution-Non-Commercial 4.0 International Licence.

- Material not licensed under the Creative Commons licence:
- Department of Industry, Innovation and Science logo
  - Cooperative Research Centres Programme logo
  - Bushfire and Natural Hazards CRC logo
  - All photographs, graphics and figures

All content not licenced under the Creative Commons licence is all rights reserved. Permission must be sought from the copyright owner to use this material.



**Disclaimer:**

RMIT University and the Bushfire and Natural Hazards CRC advise that the information contained in this publication comprises general statements based on scientific research. The reader is advised and needs to be aware that such information may be incomplete or unable to be used in any specific situation. No reliance or actions must therefore be made on that information without seeking prior expert professional, scientific and technical advice. To the extent permitted by law, RMIT University and the Bushfire and Natural Hazards CRC (including its employees and consultants) exclude all liability to any person for any consequences, including but not limited to all losses, damages, costs, expenses and any other compensation, arising directly or indirectly from using this publication (in part or in whole) and any information or material contained in it.

**Publisher:**

Bushfire and Natural Hazards CRC

September 2017

Citation: Handmer, J, McLennan B, Whittaker J, Kruger, T. 2017. Out of uniform: building community resilience through non-traditional volunteering. Annual report 2017. RMIT University and the BNHCRC, Melbourne.

Cover: Mud Army and SES volunteers working together during the 2011 floods in Queensland. Photo: Queensland Fire and Emergency Services.



## TABLE OF CONTENTS

---

<b>END USER STATEMENTS</b>	<b>3</b>
<b>ACKNOWLEDGEMENTS</b>	<b>4</b>
<b>GLOSSARY</b>	<b>5</b>
<b>INTRODUCTION</b>	<b>7</b>
<b>THE PROJECT</b>	<b>8</b>
Goal and scope	8
Design	8
Anticipated outcomes	9
<b>KEY ACTIVITIES, JULY 2016 - JUNE 2017</b>	<b>11</b>
Completing case study research	11
Evaluation of alternative engagement strategies (risk-benefit framework)	13
Development of new ADR handbook on spontaneous volunteering	16
Other activities	18
<b>BNHCRC PHD STUDENT REPORTS</b>	<b>20</b>
<b>REVIEW OF OUTCOMES</b>	<b>22</b>
<b>KEY OUTPUTS LIST</b>	<b>24</b>
<b>WHO WAS INVOLVED</b>	<b>26</b>
Research team	26
Students	27
End Users	28
<b>REFERENCES</b>	<b>30</b>



## END USER STATEMENTS

**Paul Davis**, *Manager, Volunteer Development and Change, Emergency Management Victoria, VIC*

This research helps to shift the narrative around emergency volunteering from one of crisis and decline, to one of transformation and opportunity. This is in fact good news as it may be the very shift that we need to drive organisational change. This is where we must focus our energy and efforts: as communities change, so must we. If we don't, we face a very real chance of being left behind, and looking back at what might have been.

Twenty years ago, Kodak were market leaders in photography and synonymous with Australian culture; today they barely exist. There must be something we can learn from this about growth and development.

Established emergency management organisations need to adapt and embrace emerging opportunities through more flexible, diverse and inclusive volunteering models and closer partnerships with community groups, businesses, and the not-for-profit sector. This will involve confronting very real challenges and barriers to current organisational structures and cultures, and the desire to often want to do it all ourselves.

Failure to accept and adapt to the changes means running a very real risk of falling behind as new voluntary and community-based organisations pursue their own ways to get involved in disaster management, powered by new technology, startup business models, very clear purpose and smart volunteer value propositions. There is much to learn from this and a joined-up approach with these new 'organisations' offers a way to augment our own capacity and possibly achieve better community outcomes.

**Andrew McCullough**, *People and Culture, NSW SES*

Over the last twelve months the NSW SES has been working to develop a flexible volunteering model. We've identified that communities want to volunteer in different ways: people have increasingly busy work and family lives so we're developing a flexible volunteering model to enable more diverse group of community members to volunteer with the NSW SES.

We're utilising research from the Bushfire and Natural Hazards CRC to guide us in that journey, and to help develop and enable our flexible volunteering model. We're using different elements of the research to pilot the model in communities across the state. As part of the project we're developing ways to work more closely with spontaneous volunteers, corporate volunteers as well as different ways to engage the community to becoming more resilient and learn about emergency management.

The NSW SES is looking to lead in this space - and this has only been possible with the help of the research from the CRC.



## ACKNOWLEDGEMENTS

The research team would like to gratefully acknowledge the support and invaluable contributions of individuals from numerous organisations and groups to various stages of this project via generous participation in case studies and workshops, involvement in the project's end user group and through CRC research networks.

- ACT Emergency Service Agency
- Adventist Development Relief Agency (ADRA)
- Australasian Fire and Emergency Service Authorities Council
- Australian Institute for Disaster Resilience (AIDR)
- Australian Red Cross
- BlazeAid
- Bushfire and Natural Hazards CRC
- Community on Ground Assistance, Kinglake
- Conservation Volunteers Australia (CVA)
- Country Fire Authority (CFA)
- Department for Communities and Social Inclusion, South Australia
- Department of Fire and Emergency Services, Western Australia
- Emergency Management Victoria (EMV)
- Habitat for Humanity
- Inspector-General for Emergency Management
- Lions Club
- Livestock SA
- Livingstone Shire Council
- Local Government Association of Queensland
- Macclesfield Recovery Group
- Macquarie University
- Manningham City Council
- Moreton Bay Regional Council
- Mormon Helping Hands
- National Animal Rescue Groups of Australia (NARGA)
- New South Wales Rural Fire Service
- NSW State Emergency Service
- Nillumbik City Council
- Queensland Fire and Emergency Services
- Samaritan's Purse
- Schools Ministry Group
- Shoe Boxes of Love
- South Australian State Recovery Office (SRO)
- South Australian Veterinary Emergency Management (SAVEM)
- St Vincent De Paul
- State Emergency Service South Australia
- Steve Pascoe and Associates
- Tassie Fires – We Can Help
- The Good Work Group
- Uniting Communities
- University of Western Australia
- University of Wollongong
- Victoria Emergency Service Association (VESA)
- Victoria Police
- Victoria State Emergency Service
- Volunteering ACT
- Volunteering Queensland
- Volunteering SA/NT
- Volunteering Tasmania
- Volunteering Victoria
- Walking Forward Disaster Relief Team
- Warrandyte Community Association
- Yarra City Council



## GLOSSARY

<b>Community resilience</b>	The National Strategy for Disaster Resilience [1] describes characteristics of disaster resilient communities, individuals and organisations as: “functioning well while under stress; successful adaptation; self-reliance; and social capacity” (p.5).
<b>Community-based disaster risk management (CBDRM)</b>	CBDRM reorients disaster management around principles of community participation, ownership and capacity-building.[2]
<b>Digital/ virtual volunteering</b>	“Completed, in whole or in part, using the Internet and a home, school, telecenter, or work computer or other Internet-connected device, such as a smartphone (a cell phone with Internet functions) or personal digital assistant (PDA).”[3]
<b>DRC Typology</b>	A fourfold typology of organised response to disasters developed in the 1960s by the Disaster Research Centre at the University of Delaware. The typology identifies four types of organisation based on a classification of tasks (regular and non-regular) and structure (old or new): 1) established, 2) expanding, 3) extending, and 4) emergent. [4-7]
<b>Emergency management organisations (EMOs)</b>	Governmental and non-governmental organisations that have recognised roles in the relevant state and territory, district or municipal emergency management and recovery plans. Includes both established and expanding groups/organisations.
<b>Emergent groups</b>	New groups that form in response to a disaster event, usually informal in structure and often involve informal volunteering.[5, 6] Increasingly digitally-enabled. [8]
<b>Episodic volunteers</b>	“Individuals who engage in one-time or short-term volunteer opportunities.”[9]
<b>Established groups/ organisations</b>	“involve routine tasks performed through existing structures”, e.g. fire authorities, emergency services [4, 6]
<b>Expanding groups/ organisations</b>	“undertake regular tasks through new structures. These are typically volunteer associations or groups whose core activities are non-emergency related but have latent emergency functions.” [4, 6]
<b>Extending groups/ organisations</b>	A group without a prior emergency management role that extends its volunteer activities into that area in response to an event or an increase in risk awareness, e.g. sporting clubs, community associations.[4, 6]
<b>Formal volunteering</b>	“Takes place within organisations (including institutions and agencies) in a structured way.”[10]
<b>Informal volunteering</b>	“Acts that take place outside the context of a formal organisation.”[10]
<b>Non-traditional emergency volunteering</b>	Any type of volunteering that is: 1) Focused on contributing to emergency prevention, preparedness, response, or relief/recovery and 2) Involves volunteers who are not acting as traditional emergency management volunteers affiliated with emergency management organisations (EMOs).



<p><b>Spontaneous volunteering</b></p>	<p>“Those who seek to contribute on impulse—people who offer assistance following a disaster and who are not previously affiliated with recognised volunteer agencies and may or may not have relevant training, skills or experience.”[11] May or may not, depending in usage of the term, include informal volunteering and volunteering within the communities impacted by a disaster.</p>
<p><b>Traditional emergency management volunteering</b></p>	<p>Formal, accredited volunteers who are affiliated with emergency management organisations (EMOs) in ongoing, high-commitment response and relief/recovery roles.</p>
<p><b>Traditional volunteering</b></p>	<p>Involves “a lifelong and demanding commitment” to an organisation, and is underpinned by “traditional” collective and altruistic values and devotion to community service.[12]</p>
<p><b>Volunteering</b></p>	<p>“Any activity in which time is given freely to benefit another person, group or organization.”[13]                  “Time willingly given for the common good and without financial gain.”[10]</p>



## INTRODUCTION

The traditional model of emergency volunteering in Australia is based on formal, accredited volunteers who are affiliated with emergency management organisations, and are mostly involved in response and recovery roles [e.g. 14]. This form of volunteering is crucial and has many strengths. However, planning solely for this form of volunteering by EMOs excludes the potentially large number of people who are motivated to volunteer before, during and after emergencies in other, less ongoing and more informal ways, and without direct affiliation with established emergency management organisations (EMOs).

At the same time, the landscape of volunteering is undergoing significant change, in Australia and internationally. Large-scale socioeconomic changes have recast the conditions in which people volunteer in the 21st Century [12, 15]. As a result, emergency managers can expect to engage with a much wider and more diverse range of volunteers than in the past. These volunteers bring new opportunities, but also risks.

There are considerable benefits to be realised from greater engagement with these more diverse and, from the perspective of established emergency management organisations (EMOs) 'non-traditional', emergency volunteers. With disaster risk increasing worldwide due to population growth, urban development and climate change [16] it is likely that non-traditional volunteers will provide much of the additional surge capacity required to respond to more frequent emergencies and disasters in the future. There is also a significant and largely untapped opportunity for EMOs to contribute to community resilience by supporting non-traditional emergency volunteers in new ways.





## THE PROJECT

### GOAL AND SCOPE

The *Out of Uniform: building community resilience through non-traditional emergency volunteering* project was designed to support the development of new and more inclusive strategies for volunteer engagement and management for the emergency management sector. For the purposes of the project, 'non-traditional' emergency volunteering is considered to be any type of volunteering that is: 1) Focused on contributing to emergency prevention, preparedness, response, or relief/recovery and 2) Involves volunteers who are not acting as traditional emergency management volunteers affiliated with emergency management organisations (EMOs).

Non-traditional volunteering should not be equated only with the now familiar activity of 'spontaneous volunteering' but rather the wider and more diverse range of ways that citizens, communities and voluntary organisations seek to address disaster risk through formal and informal voluntary action outside of the traditional emergency management volunteering model (see **FIGURE 1**) **FIGURE 1: THE CURRENT TERRAIN OF 'NON-TRADITIONAL' EMERGENCY VOLUNTEERING IN AUSTRALIA.**

Notably, what constitutes 'non-traditional' emergency volunteering is not fixed. It can change over time as approaches to volunteer management shift, such that volunteer activity and voluntary organisations that are considered to be outside the established emergency management system may become more accepted and hence mainstreamed in the future. Furthermore, many traditional emergency management volunteers take part in, support or lead non-traditional volunteering efforts. This blurs the lines between what is a 'traditional' and 'non-traditional' emergency volunteer.

The project had three key objectives:

1. To identify how non-traditional emergency volunteering contributes to building community resilience to disasters throughout different phases of emergency management.
2. To identify ways the emergency management sector in Australia and New Zealand can promote community resilience through support of non-traditional emergency volunteering.
3. To develop and evaluate alternative engagement strategies for emergency volunteering in Australia and New Zealand that are inclusive of non-traditional volunteering and voluntary organisations.

### DESIGN

The project methodology involved three key activities (see Table 1): 1) literature reviews, 2) case studies, and 3) an evaluation of alternative 'non-traditional' emergency volunteering engagement strategies. An additional utilisation-focused extension from January to June 2017 also focused on communication, and contributing to the development of a new AIDR Spontaneous Volunteering Handbook, as well as co-designing a new, related volunteering project.



Activity	Description	Project timeframe
<b>1. Literature reviews</b>	<b>Review 1</b> -Informal volunteerism in disasters <b>Review 2</b> - Trends in Australian emergency volunteering	Year 1 (2013-2014)
<b>2. Case studies</b>	<b>Primary studies</b> 1. Community-led preparedness - Be Ready Warrandyte, Vic 2. Community-led recovery – COGA, Vic 3. Spontaneous volunteering - EV CREW, Qld 4. Recovery volunteering - Pinery fire, SA <b>Secondary studies</b> • Grassroots volunteering with BlazeAid • Digital volunteering for Cyclone Pam • Spontaneous volunteering for Cyclone Tracy <b>Student projects</b> • VGI in preparedness (Haworth, PhD) • Community-led recovery (Jennings, PhD)	Year 2 (2014-2015) Year 3 (2015-2016)
<b>3. Evaluation of alternative engagement strategies</b>	<ul style="list-style-type: none"> <li>Briefing paper proposing draft risk-benefit framework</li> <li>Stakeholder evaluation workshops</li> <li>Revised risk-benefit framework report</li> </ul>	Year 3 (2015-2016) Year 4 (to Dec 2016)
<b>4. Utilisation Extension</b>	<ul style="list-style-type: none"> <li>Co-writing the new ADR Spontaneous volunteering handbook</li> <li>Communicating research findings</li> <li>Co-designing new volunteering project</li> </ul>	Year 4 (Jan-June 2017)

TABLE 1: PROJECT DESIGN AND KEY OUTPUTS AS AT JUNE 2017

## ANTICIPATED OUTCOMES

The desired outcomes of the research at the beginning of the project included:

- Adoption of more inclusive/flexible volunteer models by EMOs.
- Development of new, coordinated sector-wide models for engaging with non-traditional emergency volunteers.
- Greater engagement by EMOs with the potential additional workforce provided by non-traditional volunteers.
- Practical guidance for end users on engaging with non-traditional emergency volunteers and voluntary organisations.
- Assessment of legal implications of non-traditional volunteering scenarios.

**FIGURE 1:** THE CURRENT TERRAIN OF 'NON-TRADITIONAL' EMERGENCY VOLUNTEERING IN AUSTRALIA . SOURCE: [17]

	<b>BEFORE</b>	<b>DURING</b> <i>Response, immediate relief &amp; recovery</i>	<b>AFTER</b> <i>Longer-term recovery</i>	<b>Examples</b>
<b>Informal helping / volunteering</b>		<b>Helping family, friends, neighbours etc via social networks, no organisational affiliation or management</b> (unlikely to self-identify as 'volunteers')		Neighbourhood post-flood clean-up efforts, community support for local fire brigades and SES units, social and cultural norms of community obligation and service in many CALD communities
<b>Community-based disaster risk management (CBDRM)</b>	<b>Community-based risk reduction, preparation and planning, response and/or recovery by and for communities at-risk, often in partnership with governments.</b>			Be Ready Warrandyte (BRW), Wye Rural Fire Brigade Auxiliary, Emerald Emergency Support Team, Community On-Ground Assistance, Elwood Flood Action Group, Community Fireguard, Community Fire Units etc
<b>Extending group volunteering</b>	May extend into community-based preparation prior to disaster event	<b>Voluntary response by existing community groups, businesses etc that have no prior disaster management roles</b>	May evolve into established organisations	Be Ready Warrandyte, environmental and conservation groups, sporting clubs, professional associations, Landcare, Country Women's Association etc
<b>Spontaneous volunteering</b>	May be pre-registered where available	<b>Offer assistance individually or in groups to EMOs and other helping organisations</b> (may be from within or outside the communities impacted)	May be mobilised for longer-term recovery if offers are registered	Elements of the Brisbane Mud Army, BlazeAid, Emergency Volunteering CREW, elements of Samaritan's Purse domestic disaster relief, elements of Conservation Volunteers Australia disaster recovery, some local government relief centre volunteering
<b>Emergent group volunteering</b>	May emerge in response to needs identified prior to a disaster event	<b>Respond to (perceived) need via self-organised emergent groups</b> (may be digital or digitally-enabled)	May evolve into more established orgs	Blazeaid, Firefoxes, Shoeboxes of Love, Baked Relief, Tassie Fires We Can Help, Community On-Ground Assistance (COGA), Walking Forward Disaster Relief Team, Cyclone Yasi Update <b>(Note: some have evolved into established orgs)</b>
<b>Digital volunteering networks/entrepreneurs &amp; volunteered geographic information (VGI)</b>	May be pre-planned/networked	<b>Often organised via loose, horizontal networks</b>	May continue particularly if legitimated by EMOs	VOST Victoria, Tassie Fires We Can Help, Cyclone Yasi Update, Emergency Wiki 2.0, Bushfire Connect
<b>Skills-based volunteering</b>	<b>Established/expanding orgs seek out (or are approached by) volunteers with specific skills for short-term, project-based engagements</b> (individuals or groups)			Canberra Mappers, Random Hacks of Kindness, social entrepreneurs, animal rescue
<b>Employer-supported (and corporate) volunteering</b>	When supported by pre-established partnerships and agreements	<b>Via formal corporate employee volunteering programs, or informal community involvement of smaller local businesses.</b>	When supported by pre-established partnerships and agreements	Mobilisation for flood response by mining companies, local business involvement in CBDRM, corporate volunteering in partnership with NGOs and community groups, e.g. Community On-Ground Assistance (COGA), Habitat for Humanity, Conversation Volunteers Australia.
<b>Episodic/ casual volunteering with established &amp; expanding organisations</b>	<b>Formal, short-term or casual volunteering with EMOs</b> (More common in expanding organisations e.g. relief/recovery NGOs)			Some support roles for specific brigades, units; community action teams proposed for NSW SES; some volunteers with Conservation Volunteers Australia, Habitat for Humanity

**Notes:** 1. Darker blue indicates primary activity phase. Lighter blue indicates secondary or less common activity phase/s. 2. The types of volunteering included above are not mutually exclusive. There are many areas of significant overlap, e.g. digital and skills-based volunteering, spontaneous volunteering and emergent groups, CBDRM and extending volunteerism



## KEY ACTIVITIES, JULY 2016 - JUNE 2017

### COMPLETING CASE STUDY RESEARCH

#### Case Study 3 - Community-led recovery, Community On-Ground Assistance (COGA), Kinglake, Vic

Community On Ground Assistance (COGA) was a citizen-initiated project that provided assistance to people who experienced property damage as a result of the 2009 'Black Saturday' bushfires in Victoria, Australia. The goal of this case study was to better understand the key characteristics, processes, activities and outcomes of the COGA project.

The project was funded by the Victorian Bushfire Appeal Fund (VBAF) and utilized a workforce of qualified, paid employees and corporate volunteers. COGA assisted eligible individuals, couples and families to undertake a range of activities including property clean-up to enable rebuilding to start, carpentry and building related tasks, and rebuilding and recovery planning and advice.

Data for this case study were collected primarily from 8 key informant interviews between April and September 2015. This was supplemented by additional, secondary data.

The project had a range of benefits for Kinglake Ranges communities. By undertaking tasks such as dangerous tree removal, property clean up, and the provision of technical advice and building services, the project helped people to begin the task of rebuilding. However, the impacts of the COGA project were more than just physical. The 'person centred approach' that was adopted meant that the project also had significant psychological or emotional benefits for clients.

COGA was a highly innovative, community-initiated project designed to meet specific local needs. A key strength of the project was its holistic, client-centred approach that informed its development from the outset. Another key strength was the culture of safety and care that pervaded the project.

The COGA project was challenged by its relationships with some government agencies and officials. COGA participants felt that they were not trusted by some official agencies. The COGA experience also highlights the challenges of community-led initiatives in post-disaster settings. Some community members were disgruntled because they had been deemed ineligible to receive support.

The study raises questions about the extent to which emergency and disaster management systems empower people and enable resilience. It also suggests that some groups may need help to understand and fulfil contractual obligations, processes and procedures. It's important to recognise that people who participate in place-based recovery efforts may be affected themselves, or may become affected, and require assistance.

**Key output:**

Whittaker J, McLennan BJ, Handmer J. Community On Ground Assistance, Kinglake: a study. Melbourne, Australia: Bushfire and Natural Hazards CRC; 2017.

**Case Study 4 - Recovery volunteering, Pinery fire, SA**

A fourth, exploratory case study was undertaken of recovery volunteering following the Pinery fire in South Australia in 2015.

The goal of the study was to better understand the breadth of disaster recovery volunteering following the Pinery Fire in South Australia in 2015, with a particular focus on faith-based groups. It also examined the disaster recovery structure in South Australia within which this volunteering is embedded. The study drew upon experiences and perspectives from a key group of individuals (8) that were heavily involved in the recovery phase of the fire.

There is a move toward engaging volunteers and NGOs not traditionally involved in disaster recovery alongside those with more established roles. This can be of benefit in a range of ways. The pool of volunteers to assist impacted communities will obviously be greater. Many of the members from community development and faith-based organisations have skills and approvals to volunteer and undertake a breadth of tasks and can be well-suited to provide much needed social support. However, an influx of people can put pressure on administrative processes, such as timely placement of new volunteers. In addition, organisations can incur costs undertaking recovery roles and this cost shifting of financial burden from disasters is one they do not want to, or cannot support. Furthermore, as NGOs their autonomy and independence from government is important, and this arrangement they do not wish to forgo even during disaster recovery.

NGOs with a common goal to assist in the recovery generally worked well together, although some rivalries and jostling about processes occurred. The experiences and reflections of interviewees about the recovery processes for the Pinery Fire were in general very positive. They acknowledge their involvement in fires like Pinery and the collaborative approaches such as South Australia's Stakeholder Forum for disaster recovery can prepare them to better share data; streamline processes and differentiate roles for future events.

**Key output:**

Kruger T, Whittaker J, McLennan B, Handmer J. Recovery volunteering after the Pinery fire, South Australia 2015: An explorative case study. Melbourne: RMIT University; Bushfire and Natural Hazards CRC; 2017.

## EVALUATION OF ALTERNATIVE ENGAGEMENT STRATEGIES (RISK-BENEFIT FRAMEWORK)

A high-level Risk-Benefit framework was developed that can assist decision-makers in emergency management organisations (EMOs) to identify potential benefits and risks of alternative strategies for 'non-traditional' emergency volunteers.

Different strategies for non-traditional volunteers bring different sets of potential benefits, challenges and risks for communities, volunteers, and EMOs. Not all of the potential consequences of different options will be immediately evident to a particular organisation at a particular point in time. Without decision support EMOs may perceive greater risks with non-traditional emergency volunteers and voluntary organisations and overlook or downgrade potential benefits due to unawareness, unfamiliarity, or risk aversion.

### Results and implications

The Risk-Benefit framework considers six broad strategic options for EMOs to plan for non-traditional emergency volunteering that occurs in response and recovery phases (see Figure 2):

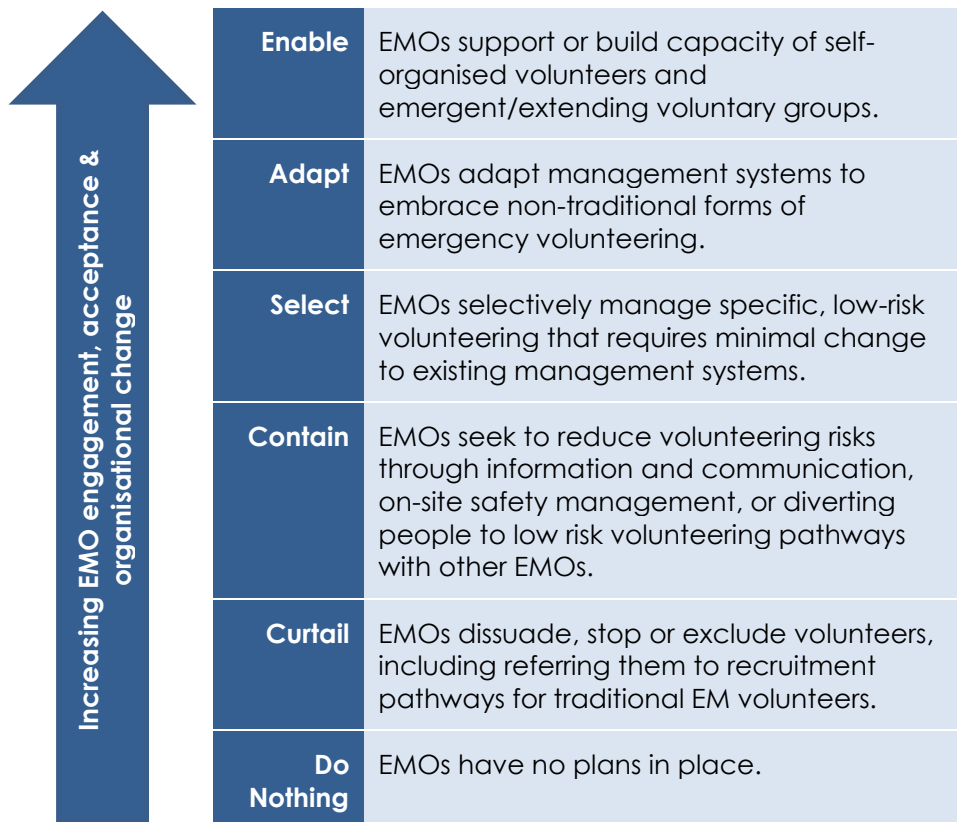


FIGURE 2: STRUCTURE OF THE RISK-BENEFIT FRAMEWORK

Adopting a strategy other than **Do Nothing** does not mean that an EMO would necessarily directly manage the activity of non-traditional volunteers. **Select** and

**Adapt** type strategies involve direct management, while **Curtail, Contain** and **Enable** type strategies would involve communication activities and, for the **Enable** strategy, also capacity building for self-organised volunteers.

Of all the strategic options considered in the framework, the **Enable** option is likely to be the most confronting to EMOs. Self-organised volunteers that are not affiliated with, or overseen by, an EMO are widely viewed from within the established emergency management system as extremely risky, undesirable and a potential threat. However, some of the most impactful and significant examples of non-traditional emergency volunteering in a post-disaster setting in recent years have been self-organised and emergent. Thus, considerable opportunity to maximise benefits of more emergent and innovative forms of volunteering could be missed if this strategic option is not also considered.

The framework includes potential risk/benefit tables for each strategic option (shown in the report). Many of the items included are conditional on the particular risks and benefits that are assessed, or assumed, to be associated with a specific type or instance of non-traditional emergency volunteering. Thus, a two-step risk-benefit assessment is needed (see Figure 3):

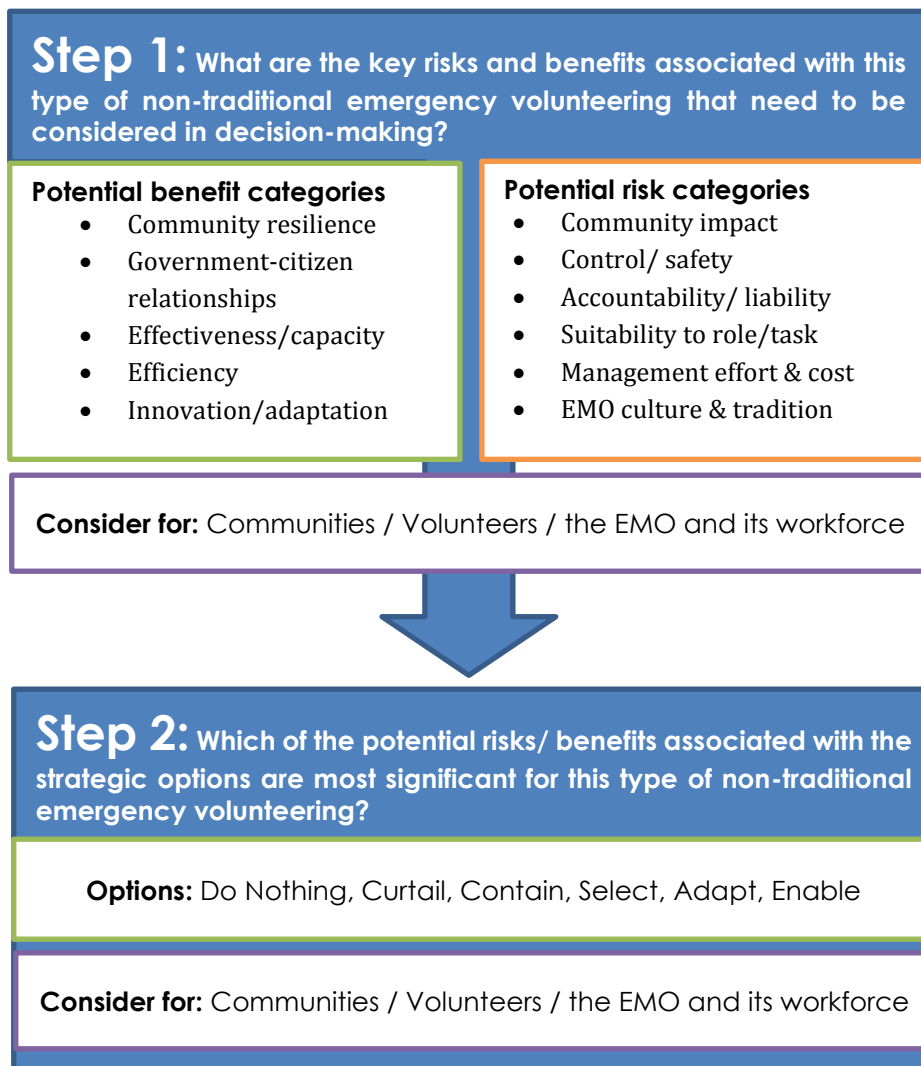


FIGURE 3: RISK-BENEFIT ASSESSMENT PROCESS



The framework can assist decision-makers by mapping out a wider range of potential risks and benefits than are likely to be immediately evident to EMOs. It thus enables a more complete, better-informed basis for making decisions. Second, it leads decision-makers to consider more diverse options than a simple 'do or don't' approach.

As the Risk-Benefit framework is a high-level framework meant to apply broadly across a diverse range of non-traditional volunteering, is not a prescriptive decision making tool. Rather, it is a guide to enable more informed and complete risk-benefit decision making. The value and impact of the Risk-Benefit framework will depend greatly on how it is used, by whom, and for what specific purposes.

## Approach

The research and development that supports the framework involved four steps. An initial Risk-Benefit framework was proposed by the research team. Potential risks and benefits of the strategic options included were then assessed by stakeholders in two workshops.

The first workshop was in Melbourne on October 5th, 2016. Participation was by invitation, with participants selected due to their experience with non-traditional volunteering or volunteer management in EMOs. 19 participants attended, and the workshop focused on volunteering in the immediate aftermath of a disaster, importing response and relief. The second workshop was conducted on October 25th, 2016 as part of a bi-annual meeting of stakeholders of the South Australian State Recovery Office (SRO). 16 participants attended and the workshop focused on volunteering in the longer relief and recovery phases.

As part of the workshops, stakeholders worked in groups to assess potential benefits and risk of non-traditional emergency volunteering. Their input aligned well with research on citizen responses to disaster. Potential benefits fell into five categories shown in Figure 3 under Step 1. Potential risks fell into six categories, also shown in Figure 3.

Stakeholder input was combined with recent research to populate risk/benefit tables for the six strategic options, sorted for three key stakeholder groups: communities (impacted by a disaster), non-traditional emergency volunteers, and EMOs (including their traditional, emergency management volunteers). These tables support Step 2 of the two-step risk-benefit assessment in Figure 3.

## Using the framework

The framework may be further refined in future, subject to ongoing research and stakeholder interest. Key steps would be user testing and evaluation, and the specification of more targeted risk/benefit tables for key types of non-traditional volunteering.





## Key outputs

McLennan BJ, Kruger T, Handmer JW. Strategies for non-traditional emergency volunteers: A risk-benefit framework for decision-making. Melbourne, Australia: RMIT University, Bushfire and Natural Hazards CRC; 2017.

Whittaker, J, McLennan, BJ, Handmer, JW. [Briefing paper: SWOT analysis of strategies for engaging non-traditional emergency volunteers](#). 2016, RMIT University, Bushfire and Natural Hazard CRC, Melbourne.

## DEVELOPMENT OF NEW AIDR HANDBOOK ON SPONTANEOUS VOLUNTEERING

A key activity undertaken as a part of the utilisation extension for this project was contributing to the development of a new national Handbook on spontaneous volunteering for the Australian Institute of Disaster Resilience (AIDR).

### Background

The Handbook will be a new addition to the [Australian Disaster Resilience Handbook Collection](#). The Collection “reflects nationally agreed principles to guide its audiences and to support them in producing doctrine, policies and practices in developing capabilities to support disaster resilience.”<sup>1</sup>

The new Handbook, titled ‘*Communities responding to disasters: Planning for spontaneous volunteers*’, outlines nationally agreed principles in planning for communities responding to disasters that are set out in the [National Spontaneous Volunteer Strategy](#) endorsed by the Australia-New Zealand Emergency Management Committee in October 2015. It provides guidance on planning for and supporting spontaneous volunteering by providing general guidance on ways to incorporate the principles into plans and activities. The handbook recognises the important role spontaneous volunteers can play in emergencies and disasters.

The Handbook also provides a link between the National Strategy and the [Spontaneous Volunteer Management Resource Kit](#) developed in 2010 by the Australian Red Cross for the former Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

### Contribution

A member of the *Out of uniform* research team, Dr McLennan was a support writer for the Handbook with a focus on making sure the Handbook reflected the most up to date research. Key contributions involved:

- **Discussion paper** - Contributing to a discussion paper that provided a basis for consultation with stakeholders on the scope, principles, design

---

<sup>1</sup> <https://knowledge.aidr.org.au/collections/handbook-collection/>



and approach of the Handbook, and also supported the developed of a detailed content writer's brief.

- **Consultation with Steering Committee and Working Group** – Participating in Steering Committee and Working Group meetings to receive and incorporate feedback and develop the initial writer's brief.
- **Drafting** – Contributing to the writing of three drafts of the Handbook through:
  - Writing a *Background* Chapter on how communities respond to disasters and spontaneous volunteering
  - Contributing to a chapter on *Making decisions* about spontaneous volunteers that provides guidance to organisations for making decisions about spontaneous volunteering that are suited to specific circumstances.
  - Contributing to a Chapter on Strategic engagement before, during and after emergencies that outlines five levels of strategy for organisations to consider in their planning:
    - **Public communication** about spontaneous volunteering and other forms of offering assistance,
    - **Collaboration** with other organisations including groups not traditionally involved in emergency management
    - **Channeling and Brokering** interactions between spontaneous volunteers and helping organisations
    - **Support and Capacity-building** for self-organised volunteers, particularly at a local level, and
    - **Direct Management** of spontaneous volunteers.
  - Preparing an additional resources list and list of case studies to support the Handbook
- **Revision** – Assisting the lead writer with revision of the final version of the Handbook in response to feedback from the Working Group and other key stakeholder.

The Handbook is scheduled for release later in 2017.

### Key outputs (as contributors):

AIDR. Spontaneous Volunteer Management Handbook Discussion Paper. Melbourne: Australian Institute for Disaster Resilience; 2017.

AIDR. Communities responding to disasters: Planning for spontaneous volunteers (Draft 3). Melbourne: Australian Institute of Disaster Resilience; 2017.



## OTHER ACTIVITIES

### Communication of research

A lot of attention was turned to communicating research findings in this final year, particularly during the utilisation extension. Some of the communication activity highlights were:

- Presenting in the Research Forum of the AFAC/BNHCRC Annual Conference, Brisbane, 30<sup>th</sup> August 2016 on the topic of the future of emergency volunteering
- Presenting by invitation at a Biosecurity Queensland stakeholder forum, 2<sup>nd</sup> Sept 2016 on the topic of shared responsibility in emergency management
- Presenting by invitation in a plenary session at the Living with Bushfire Community Conference, October 2016 on the topic of community-led emergency planning.
- Participating in a meeting of the South Australian Recover Offices Stakeholder forum, 16 May 2017 to provide feedback on research findings and outcomes that involved forum members as participants.
- Participating in the BNHCRC Research Advisory Forum, Perth, May 2017
- Presenting by invitation at the CFA's Enhancing Volunteerism Conference, Bendigo 14-15<sup>th</sup> June 2017 on the topic of trends and changes in 'unaffiliated' emergency volunteering
- Participating in the BNHCRC Research Showcase, 4-5<sup>th</sup> July 2017

### Co-design of new *Enabling Sustainable Emergency Volunteering* project

Another key activity across the last 6 months of this year was the co-design of a new volunteering project – *Enabling Sustainable Emergency Volunteering* – that extends on the work of the *Out of uniform* project. It will be undertaken in partnership with researchers at the University of Western Australia and an active end user group and begins in July 2017.

Three end user consultation events were conducted in October 2016 to support the development of a proposed project plan: 1) A session with the AFAC Volunteer Management Technical Group at their meeting on 5<sup>th</sup> October to identify research priorities, 2) An initial teleconference with current end users of the Sustainable Volunteering Cluster and interested VMTG members to identify research priorities, 3) A second teleconference on 30<sup>th</sup> October to get subsequent feedback on the proposed project plan and to discuss identify key utilisation outcomes. In addition, the research team attended the BNHCRC forum of volunteering as part of its process to set national research priorities. It also engaged with end users at the BNHCRC Perth RAF to refine the project plan further.

The proposed project plan was then further workshopped and refined with the lead end user team, particularly around framing of needs and utilisation



outcomes and outputs. A revised project plan was approved by the lead end user team for the project in June 2017.

The project has two broad aims, each of which is addressed by a targeted package of work:

- **Work package 1** ('Adapting the sector' based at RMIT University) aims to support the emergency management sector to adapt to the transformation of volunteering and put itself in the best position possible to enable and enhance the value of volunteering to communities into the future.
- **Work package 2** ('Enhancing sustainable volunteering through recruitment and onboarding', based at UWA) aims to support EMOs to improve volunteer retention through effective on-boarding, and potentially through adapting volunteer roles and pathways, and to measure progress towards building a culture of inclusion amongst their volunteer base that supports effective on-boarding.

Further information on the project and progress updates can be accessed as it becomes available at <https://www.bnhcrc.com.au/research/resilience-hazards/3533>



## BNHCRC PHD STUDENT REPORTS

Two PhD students have been undertaking projects associated with the *Out of uniform* project. Billy Haworth completed his PhD in late 2016, while Fiona Jennings is in the final stages of preparing her written thesis and is expecting to submit in late 2017.

### Billy Haworth – 'Volunteered Geographic Information, Community Engagement and Bushfire Preparation in Tasmania'

**Thesis Abstract:** Through technological advances citizens can now collect, share and map geographic information in unprecedented ways. Volunteered geographic information (VGI) refers to the widespread activity of citizens voluntarily creating geographic information, largely through social media, smartphones and online mapping tools. VGI has implications for applications of geospatial information, including disaster management. Earlier research focussed on disaster response, but there is a global need for greater community engagement in disaster preparation and disaster risk reduction (DRR).

This thesis provides insight into how VGI can contribute to DRR, where VGI considered as a social practice has potential to aid in building community connectedness, risk awareness and disaster resilience. Surveys completed with residents of bushfire-risk communities in Tasmania examined usage patterns and limitations of VGI technologies; interviews with emergency management professionals identified opportunities and challenges of VGI in disaster management; and participatory mapping workshops assessed the user-experience of contributing VGI for DRR, and the value of knowledge sharing and collaborative mapping. The thesis develops a multifaceted understanding of VGI in community DRR, and the broader implications of VGI on authoritative systems, social systems, and the disciplines of geography and geographic information science.

While VGI provides opportunities for knowledge exchange and increased community connectedness, it also presents important challenges, such as data quality, and the underrepresentation of particular individuals or groups. VGI disrupts the top-down structure of emergency management and reflects a culture shift away from organisational power and control of information. Changes to traditional systems catalysed by VGI involve decentralisation of power and increased empowerment of citizens, with value increasingly recognised in both 'expert' and citizen information and practices.

### Key outputs:

Haworth B. [Assessing the potential, application, and implications of volunteered geographic information in disaster risk reduction](#). PhD thesis. University of Sydney; 2016.

Haworth, B. [Emergency management perspectives on volunteered geographic information: Opportunities, challenges and change](#). *Computers, Environment and Urban Systems* 2016; 57: 189-198.

Haworth B, Bruce E, Middleton P. [Emerging technologies for risk reduction: assessing the potential use of social media and VGI for increasing](#)



[community engagement in bushfire preparation](#). *Australian Journal of Emergency Management* 2015; 30(3): 36-41.

Haworth B, Bruce E. [A review of volunteered geographic information for disaster management](#). *Geography Compass* 2015; 9(5): 237-250.

Haworth BT. [Implications of volunteered geographic information for disaster management and GIScience: A more complex world of volunteered geography](#). *Annals of the American Association of Geographers*. 2017:1-15

Haworth B. [Digital volunteering in disaster risk reduction: An opportunity or a challenge?](#) BNHCRC Hazard Note. 2017;28.

### **Fiona Jennings** – 'Community-led recovery in the context of emergencies and disaster: a case study of community resilience in the 2013 Forcett Tasmania Bushfire'

The study is situated in southeast Tasmania. Friday 4 January 2013 was one of the most significant fire days in Tasmania since 1967. It was the Forcett bushfire that caused the most damage. During and immediately after the bushfire event many of the small communities were inaccessible due to the hazard and road closures. The fire threatened life and left a trail of destruction. In spite of this a level of social structure and processes were evident, with residents carrying out a range of actions and activities throughout the bushfire event.

This study aims to understand what happened, how community members approached the event, and why, the importance and/or meaning and what supported or hindered their involvement. The 40 people participating in this study were residents of the small communities impacted by the bushfire disaster, external support volunteers, representatives of local and state government and non-government services.

Grounded theory offered a practical method that shifted away from testing theory. The concept of community-led recovery was considered a tentative tool to assist with data generation and the initial analysis, a starting point. The core category constructed from the data suggests community members experienced three phases in their journey of navigating a bushfire disaster. The three phases or subcategories were characterised as LOSING THE FAMILIAR, RESTORING THE FAMILIAR and LIVING WITH CHANGE. These phases are an interpretive view of the participant's reality gained through a method of interacting with people, learning about their experiences and perspectives.

The research findings will provide rich insights of the community's experience to assist in refining ways of working with people, groups and communities impacted by these types of hazard events. It is anticipated that the study results will be disseminated commencing early September 2017, recipients will include research participants and any other interested stakeholders.



## REVIEW OF OUTCOMES

A summary of research outcomes – so far – reported against the anticipated outcomes at the start of the project are shown below in Table 2.

It is noteworthy that across the three-year duration of this project, there has been a significant shift within emergency management sector towards greater understanding, acceptance, legitimisation and engagement of and with non-traditional volunteering, and with the ways that communities respond to disaster risk and disaster events more broadly. In this context, the *Out of uniform* project has been able feed into, as well as study, key elements of this shift.

Anticipated research outcomes	Outcomes informed by this research project (so far)
<p><b>Adoption of more inclusive/flexible volunteer models by EMOs.</b></p> <p><b>Greater engagement by EMOs with the potential additional workforce provided by non-traditional volunteers</b></p>	<ul style="list-style-type: none"> <li>• Most directly, this research has informed the development of a new Flexible Volunteering Strategy by the NSW SES, which is a sector-leading development in this area, see below.</li> <li>• Research findings are also being incorporated by other EMOs into their changing strategic directions in volunteering. This is evidenced by high uptake and circulation within EMOs of our research outputs, and invitations to present on research and participate in EMO and community forums, most notably by DFES and CFA.</li> </ul>
<p><b>Development of new, coordinated sector-wide models for engaging with non-traditional emergency volunteers.</b></p>	<ul style="list-style-type: none"> <li>• Research informed content of the National Spontaneous Volunteering Strategy [18], and the new AIDR Handbook: Communities responding to disasters: planning for spontaneous volunteers</li> </ul>
<p><b>Practical guidance for end users on engaging with non-traditional emergency volunteers and voluntary organisations.</b></p>	<ul style="list-style-type: none"> <li>• AIDR Handbook: Communities responding to disasters: planning for spontaneous volunteers</li> <li>• Australasian Inter-service Incident Management System (AIIMS) 2017 – new chapter on “spontaneous volunteers, and how incident management personnel can to safely and effectively manage the community goodwill that they embody” [19]</li> <li>• Volunteering ACT guide: ‘Be Prepared: Managing Volunteers in Emergencies’ [20]</li> </ul>
<p><b>Assessment of legal implications of non-traditional volunteering scenarios.</b></p>	<ul style="list-style-type: none"> <li>• Outstanding – see below</li> </ul>

TABLE 2: REVIEW OF RESEARCH OUTCOMES SO FAR



## Informing the NSW SES Flexible Volunteering Strategy

The research in this project has directly informed the development of a new Flexible Volunteering Strategy by the NSW SES, which is currently under consultation with SES members and due for roll out over the next year.

The strategy presents a new volunteering model for the NSW SES that “aims to build the capability of the Service by increasing flexibility in membership and recruiting a more diverse and skilled volunteer workforce” [17, p.8]. This strategy is a sector-leading example of an Australian EMO taking focused steps towards the adoption of a more inclusive/flexible volunteer model, informed by current research and experience, and responsive to future directions and trends in volunteering.

The NSW SES Flexible Volunteering Strategy and accompanying Discussion Paper draw on research undertaken through the *Out of uniform* project in areas such as spontaneous volunteering, and implications of the changing landscape of volunteering for the emergency management sector. Additionally, the research team has supported the NSW SES Volunteering Strategist with information, links and feedback during development of the initial draft strategy.

## Outstanding issue – legal implications

The issue of legal implications of non-traditional volunteering continues to trouble the sector and present a significant barrier to EMO willingness to engage with non-traditional volunteering and community-led activities. Interestingly, legal issues did not emerge as a significant issue or impediment in ANY of the case studies undertaken in this project. This suggests that on a case-by-case basis, legal implications are resolvable. This is also the case with respect to the NSW SES Flexible Volunteering Strategy, with the organisation having little trouble with clarifying volunteer insurance implications arising from the proposed Strategy.

Yet, a lack of clarity and fear around legal implications more broadly, particularly concerning liability and insurance, persists and it prevents many organisations and groups from considering more flexible and inclusive approaches to volunteering. This is DESPITE little trouble being experienced by those organisations and groups that have already adopted and enacted more flexible arrangements towards volunteering. A national review and assessment of liability and insurance implications of non-traditional volunteering under the different Australian jurisdictions is needed to finally put this issue to rest.<sup>2</sup>

---

<sup>2</sup> For some resources in this area see: 21. McGregor-Lowndes, M., Tarr, Julie-Anne, & Silver, Natalie, *Spontaneous and episodic volunteers: The legislative, insurance and risk management framework*. Insurance Law Journal, 2015.; 22. Eburn, M., *Providing compensation for casual passers-by or spontaneous volunteers*, in *Emergency Law*. 2014.



## KEY OUTPUTS LIST

### Journal articles

- McLennan B. Coproducing community-based disaster risk management in Warrandyte Australia. Under review with VOLUNTAS, forthcoming.
- McLennan, BJ, Whittaker J, Handmer JW. [The changing landscape of disaster volunteering: opportunities, responses and gaps in Australia](#). *Natural Hazards*. 2016;84(3):2031–48.
- McLennan, BJ, Molloy, J, Whittaker, J, Handmer, JW. [Centralised coordination of spontaneous emergency volunteers: the EV CREW model](#). *Australian Journal of Emergency Management* 2016; 31: 24-30.
- Haworth, B. [Emergency management perspectives on volunteered geographic information: Opportunities, challenges and change](#). *Computers, Environment and Urban Systems* 2016; 57: 189-198.
- Whittaker J, Handmer J, and McLennan BJ. [A review of informal volunteerism in emergencies and disasters: definition, opportunities and challenges](#). *International Journal of Disaster Risk Reduction*, 2015; 13: 358-368.
- Haworth B, Bruce E, Middleton P. [Emerging technologies for risk reduction: assessing the potential use of social media and VGI for increasing community engagement in bushfire preparation](#). *Australian Journal of Emergency Management* 2015; 30(3): 36-41.
- Haworth B, Bruce E. [A review of volunteered geographic information for disaster management](#). *Geography Compass* 2015; 9(5): 237-250.

### Conference papers (peer reviewed)

- McLennan, BJ, Whittaker, J, Handmer, JW. [The future of 'non-traditional emergency volunteering: What will it look like and how can it work?](#) In 'Research proceedings from the 2015 Bushfire and Natural Hazards CRC & AFAC conference. Adelaide'. M Rumsewicz, Editor. 2015, Bushfire and Natural Hazards CRC.
- Whittaker J, Handmer J, McLennan BJ. [Building community resilience through informal emergency volunteering](#), in *Proceedings of the Research Forum at the Bushfire and Natural Hazards CRC and AFAC Conference 2014*, M. Rumsewicz, Editor. 2015, Bushfire and Natural Hazards Cooperative Research Centre: Wellington, New Zealand.

### Reports

- Kruger T, Whittaker J, McLennan B, Handmer J. Recovery volunteering after the Pinery fire, South Australia 2015: An explorative case study. Melbourne: RMIT University; Bushfire and Natural Hazards CRC; 2017.
- McLennan BJ, Kruger T, Handmer JW. Strategies for non-traditional emergency volunteers: A risk-benefit framework for decision-making. Melbourne, Australia: RMIT University, Bushfire and Natural Hazards CRC; 2017.
- Whittaker, J, McLennan, BJ, Handmer, JW. [Briefing paper: SWOT analysis of strategies for engaging non-traditional emergency volunteers](#). 2016, RMIT University, Bushfire and Natural Hazard CRC, Melbourne.

- Whittaker J, McLennan, B, Handmer J. *Community On Ground Assistance, Kinglake: a study*. 2016, Bushfire and Natural Hazards CRC: Melbourne, Australia.
- McLennan BJ, Whittaker J, Handmer J. [Community-led bushfire preparedness in action: the case of Be Ready Warrandyte](#). 2015, Bushfire and Natural Hazards CRC: Melbourne, Australia.
- Whittaker J, Handmer J, McLennan BJ. [Informal volunteerism in emergencies and disasters: a literature review](#). 2015, Bushfire and Natural Hazards CRC: Melbourne, Australia.
- McLennan BJ, Whittaker J, Handmer J. [Emergency volunteering in Australia: transforming not declining](#). 2015, Bushfire and Natural Hazards CRC: Australia.

### **Other (not peer-reviewed)**

- McLennan B, Whittaker J, Kruger T, Handmer J. Out of uniform (building community resilience through non-traditional emergency volunteering) – what have we learned? 2017 Bushfire and Natural Hazards CRC & AFAC Conference; Sydney 2017.
- Handmer, J., McLennan, B., Kruger, T., Whittaker, J. '[The changing landscape of disaster volunteering in Australia](#)' BNHCRC Hazard Note. 2017; 27.
- Haworth B. [Digital volunteering in disaster risk reduction: An opportunity or a challenge?](#) BNHCRC Hazard Note. 2017; 28.
- McLennan, B. [Extending into community-led preparedness and planning just enough \(but not too much?\)](#). *Australian Journal of Emergency Management* 2016; 31: 5-6.
- Handmer, J. [Emergency service volunteering in Australia](#). *HazNet*, 2016. 8(1): 32-35.

### **Presentations and posters**

See <https://www.bnhcrc.com.au/research/hazard-resilience/248>

## WHO WAS INVOLVED

### RESEARCH TEAM

There were some changes to the research team made in this year. Most notably, Dr Whittaker left the project in October 2016 to take up a new position at the University of Wollongong. Dr Tarn Kruger joined the team at the same time. Following these changes, the combined FTE commitment to the project was less than in previous years with a combined 1 FTE paid commitment from Dr McLennan (0.8) and Dr Kruger (0.1) and additional in-kind contributions from the research leader Professor John Handmer. (Compared to a combined 1.4 FTE commitment previously from Drs Whittaker and McLennan).

#### Research Leader



Professor John Handmer

Centre for Risk and Community Safety,  
School of Mathematical and Geospatial Sciences  
RMIT University

[john.handmer@rmit.edu.au](mailto:john.handmer@rmit.edu.au)

03 9925 2307

#### Researcher



Dr Blythe McLennan

Centre for Risk and Community Safety,  
School of Mathematical and Geospatial Sciences  
RMIT University

[blythe.mclennan@rmit.edu.au](mailto:blythe.mclennan@rmit.edu.au)

03 9925 5227

#### Researcher (to Oct 2016)



Dr Joshua Whittaker

Centre for Environmental Risk Management of Bushfires  
School of Biology, University of Wollongong

[wjoshua@uow.edu.au](mailto:wjoshua@uow.edu.au)

02 4298 1220

#### Researcher (Oct 2016- June 2017)



Dr Tarn Kruger

Centre for Risk and Community Safety,  
School of Mathematical and Geospatial Sciences  
RMIT University

[tarn.kruger@rmit.edu.au](mailto:tarn.kruger@rmit.edu.au)

## STUDENTS

Two PhD students were actively associated with the project this year.

PhD  
Candidate



Fiona Jennings

Centre for Risk and Community Safety, RMIT University  
[fionatrig@gmail.com](mailto:fionatrig@gmail.com)

**Topic:** ['Community-led recovery in the context of emergencies and disaster: a case study of community resilience in the 2013 Forcett Tasmania Bushfire'](#)

PhD  
Candidate



Billy Haworth













School of Geosciences, Faculty of Science  
The University of Sydney  
[billy.haworth@sydney.edu.au](mailto:billy.haworth@sydney.edu.au); +61 2 9036 5469

**Topic:** ['Volunteered Geographic Information, Community Engagement and Bushfire Preparation in Tasmania'](#)

## END USERS

The project has had a number of movements amongst its end users this year. Three end users left the project due to employment changes while one new end user has recently joined the project.

The project has also received strong supported from a number of additional end users and stakeholder groups, particularly state and territory volunteering peak bodies, and a number of community engagement and community resilience staff members from a range of EMOs.

Paul Davis (Lead End User)	Emergency Management Victoria	
Ali Martin	Country Fire Authority, Victoria	
Peter Jeffrey	Queensland Fire and Emergency Services	
Georgina Goodrich	Department for Communities and Social Inclusion, South Australia	 <b>Government of South Australia</b> Department for Communities and Social Inclusion
John Richardson	Red Cross	
Julie Molloy	Volunteering Queensland (formerly)	
Deb Parkin	Inspector-General for Emergency Management	Inspector-General for Emergency Management   
Karen Roberts	Department of Fire and Emergency Services, Western Australia	 
Kristine Wendtman	New South Wales Rural Fire Service	 <b>NSW RURAL FIRE SERVICE</b>
Adelaide Cooper	State Emergency Service South Australia	 <b>South Australian State Emergency Service</b>
Andrew McCullough	New South Wales State Emergency Service	

Jennifer Pidgeon

Department of Fire and  
Emergency Services,  
Western Australia



Troy Davies

Queensland Fire and  
Emergency Services



Zoe Kenyon

Australasian Fire and  
Emergency Service  
Authorities Council (for  
Volunteer Management  
Technical Group)



Ron Weston

ACT Emergency Service  
Agency



## REFERENCES

(NB. Other citations in the text can be found in the previous Key Outputs List)

1. COAG, *National strategy for disaster resilience: building our nation's resilience to disasters*. 2011, Council of Australian Governments: Canberra, ACT.
2. Shaw, R., *Overview of community based disaster risk reduction*, in *Community-based disaster risk reduction*, R. Shaw, Editor. 2012. p. 3-17.
3. Cravens, J. and S.J. Ellis, *The last virtual volunteering guidebook: Fully integrating online service into volunteer involvement*. 2014: Energize, Inc.
4. Whittaker, J., B. McLennan, and J. Handmer, *A review of informal volunteerism in emergencies and disasters: Definition, opportunities and challenges*. International Journal of Disaster Risk Reduction, 2015. **13**: p. 358-368.
5. Quarantelli, E.L., *Emergent behavior and groups in the crisis time of disasters*. 1995, Disaster Research Center, University of Delaware: Delaware.
6. Quarantelli, E.L., *Organizations under stress*, in *Symposium on Emergency Operations Systems*, R. Bricton, Editor. 1966, Development Corporation: Santa Monica. p. 3-19.
7. Dynes, R.R., *Organized behavior in disaster*. 1970, Lexington, MA: Lexington Books.
8. Waldman, S., K. Kaminska, and DRDC - Centre for Security Science, *Connecting emergency management organizations with digitally enabled emergent volunteering: Literature review and best practices*. 2015, Defence Research and Development Canada: DRDC-RDDC-2015-R271.
9. Cnaan, R.A. and F. Handy, *Towards understanding episodic volunteering*. Vrijwillige Inzet Onderzocht, 2005. **2**(1): p. 29-35.
10. Volunteering Australia, *Volunteering Australia Project: the review of the definition of volunteering 2015*.
11. Cottrell, A., *Research report: A survey of spontaneous volunteers*. 2010, Australian Red Cross: Carlton, Victoria.
12. Hustinx, L. and F. Lammertyn, *Collective and reflexive styles of volunteering: a sociological modernization perspective*. Voluntas, 2003. **14**(2): p. 167-187.
13. Wilson, J., *Volunteering*. Annual Review of Sociology, 2000. **26**(1): p. 215-240.
14. Commonwealth of Australia, *National emergency management volunteer action plan*. 2012, Attorney-General's Department: Canberra.
15. Warburton, J. and C. McDonald, *The challenges of the new institutional environment: an Australian case study of older volunteers in the contemporary non-profit sector*. Ageing & Society, 2009. **29**(05): p. 823-840.
16. Field, C.B., V. Barros, and T.F. Stocker, eds. *Managing the risks of extreme events and disasters to advance climate change adaptation: Special report of working groups I and II of the intergovernmental panel on climate change (IPCC)*. 2012, Cambridge University Press: Cambridge.
17. McLennan, B.J., T. Kruger, and J.W. Handmer, *Strategies for non-traditional emergency volunteers: A risk-benefit framework for decision-making*. 2017, RMIT University, Bushfire and Natural Hazards CRC: Melbourne, Australia.
18. ANZEMC, *National spontaneous volunteer strategy: Coordination of volunteer effort in the immediate post disaster stage*. 2015, Australia-New Zealand Emergency Management Committee: Melbourne.
19. AFAC, *Australasian Inter-service Incident Management System (AIIMS)*. 2017, Melbourne: Australasian Fire and Emergency Services Authorities Council Limited.
20. Volunteering ACT, *Be prepared: managing volunteers in emergencies*. 2015, Volunteering Victoria: Canberra.
21. McGregor-Lowndes, M., Tarr, Julie-Anne, & Silver, Natalie, *Spontaneous and episodic volunteers: The legislative, insurance and risk management framework*. Insurance Law Journal, 2015.
22. Eburn, M., *Providing compensation for casual passers-by or spontaneous volunteers*, in *Emergency Law*. 2014.