
Submission to Emergency Management Victoria

In response to the
Resilient Recovery: Discussion paper

Introduction

Volunteering Victoria is the state peak body for volunteering and has a singular and specialised focus on volunteering. Through dynamic and transformative leadership we promote and build a vibrant, prosperous and strong volunteering community that is inclusive, respected and sustainable. Our vision is resilient communities and empowered and active citizens through volunteering. We provide support to volunteers and to organisations that involve volunteers in their workforce, support volunteering in their communities, or offer volunteering programs for their employees. As a result this submission focusses on providing expertise and input specifically on the impact that a coordinated, supported response to volunteering can have on resilient recovery within communities. In 2006 it was estimated the value volunteering provided to the emergency services was worth \$110 million and Volunteering Victoria believes there is a huge, untapped resource of spontaneous volunteers that can contribute even further to this.

As the Resilient Recovery Discussion Paper notes since the bushfires of 2009 and the floods in 2010-11 there has been a strong focus on creating safer and more resilient communities. A major component in supporting the emergency management sector to deliver positive economic and social value through resilience building is the volunteer workforce which exists within local communities across Victoria. The Victorian Emergency Management Reform White paper identified that 'following the 2009 bushfires, more than 22 000 spontaneous volunteers' offered their help online or by phone, but only a small number were used.' It also highlighted 'deployed staff and trained volunteers were re-directed to manage these unsolicited volunteers and donations'. Furthermore the White paper made a range of recommendations to improve the participation of communities in their own recovery which, is at the foundation of building resilience. Volunteering Victoria's HelpOUT service has been developed to address these concerns. The HelpOUT service incorporates the 'Managers of Spontaneous Emergency Volunteers' (MSEV) program together with a spontaneous emergency volunteer portal and matching service to connect volunteers with volunteering opportunities before, during and after disasters. Working with and engaging local communities is the basis for the HelpOUT model of service delivery where affected communities identify their needs and HelpOUT matches and deploys spontaneous volunteers to work with local community organisations to address these needs.

The Resilient Recovery Discussion Paper describes a Resilient Recovery Model with community connection at the core. HelpOUT is an example of this model 'in action' where community connection is the most

powerful driver of the service's success. Volunteering and the HelpOUT service significantly contribute to strengthening the emergency management sector and building resilience of local communities by:

- Increasing volunteer participation in emergency related events;
- Providing broader, more inclusive participation across, between and within local communities before, during and after emergencies;
- Supporting the development of a robust and sustainable emergency management sector;
- Providing flexible options and choices for volunteer participation;
- Developing infrastructure and programs that effectively meet the needs of disaster affected communities.

It is essential that there is a focus on consistently growing and resourcing a strong, responsive and effective spontaneous volunteer workforce in order to support community resilience. With the increasing risk of natural disasters, the speedy access to information on social media and the change in how people want to contribute their time, the key challenges and opportunities for harnessing spontaneous volunteers must consciously be monitored and addressed in the years ahead.

Volunteering Victoria believes that there are currently four key issues related to volunteering which impact resilient recovery in communities:

- A sustainable service to train, deploy and supervise managers of spontaneous emergency volunteers before, during and after emergencies.
- A sustainable service which registers, matches and deploys spontaneous emergency volunteers to disaster affected communities.
- Under-representation of diverse communities in the emergency management sector with opportunities to provide a pathway via volunteering opportunities.
- Markedly low engagement of spontaneous and short term volunteering opportunities in the emergency management sector, which provide avenues to build resilient recovery within communities.

We thank the Government for the opportunity to make a submission to the Resilient Recovery Discussion Paper and would welcome any queries you may have regarding our submission as per the contact details provided.

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Volunteering Victoria is endorsed as a Deductible Gift Recipient (DGR)

Response to Discussion Paper questions

Policy and Programs

The Victorian Government, Indicators of Community Strength in Victorian: Framework and Evidence, Department of Planning and Community Development (2011) report highlights:

- Volunteering is a form of civic participation that creates ‘bridging networks’ (i.e. broad networks of loose connections to people from diverse backgrounds), which generate positive social practices that strengthen communities (by fostering positive social norms; spreading information and innovation; and providing the mechanisms for collective problem solving).
- Volunteering mediates the negative psychological effect of disadvantage, with volunteers from disadvantaged backgrounds having similar levels of psychological well-being as professional, educated non-volunteers.
- Volunteering is important for connecting people to career paths and labour markets that are better paid and more stable.
- Volunteering builds collective efficacy by bestowing a sense of altruism and citizenship; developing political and negotiation skills; inspiring people to work together to solve problems and take action to improve community life.

The National Volunteering Strategy (2011)ⁱⁱ states there is a declining number of emergency management volunteers in many communities and highlights uncoordinated responses can make an emergency even more chaotic. Furthermore the Strategy identifies volunteers want roles that are flexible, or require shorter hours or a shorter term commitment. This presents as the large number of people who come forward spontaneously during emergencies to offer their assistance and the decline in people committing to long term volunteering opportunities. The Strategy highlights the challenges of engaging spontaneous volunteers in an effective, safe and coordinated way and suggests this is an area for improvement. Volunteering Victoria’s Key Facts and Statistics about volunteering in Victoria report ⁱⁱⁱ demonstrates volunteers are happier and healthier than those that don’t volunteer. Additionally, volunteering builds collective efficacy by bestowing a sense of altruism and citizenship; developing political and negotiation skills; and inspiring people to work together to solve problems and take action to improve community life.

To ensure that resilient recovery programs, services and policies remain relevant and useful they need to imbed continuous improvement within their design. Particularly important to measuring outcomes for resilient recovery is ensuring feedback is requested from affected communities and key community leaders who have a working knowledge and connection to the overall health and wellbeing of their local community. Feedback needs to be incorporated into future program and service design. Volunteering Victoria has developed a Spontaneous Volunteers Outcomes Framework for effectively measuring and assessing public and community value.

Three key factors identified by Volunteering Victoria as driving the need to define and measure the public value outcomes achieved through the effective use of spontaneous volunteers in emergencies are:

- **Aligning with community needs** – communities play a crucial role in leading their own resilience and recovery, but in times of emergency there can be a disconnect between what they need and the help offered. Communities sometimes miss out on the help they need, or are recipients of help they do not need/want.
- **The need to better utilise help** - emergency management organisations may not always have the capability or capacity to manage spontaneous volunteers during an emergency. Therefore spontaneous volunteers are not always effectively channelled, and the risks associated with their involvement are not always well managed. Furthermore, the nature of volunteering in our society is changing with volunteers increasingly seeking flexible, short-term/episodic and skills-based volunteering opportunities, which challenges the sustainability of longer-term traditional volunteering models.
- **The desire to help others** – people want to help and can build their wellbeing and resilience through emergency volunteering. However, their expectations are often not realised – either through misalignment of volunteers’ expectations with community needs and/or good practice, a poor experience of volunteering, or not being able to volunteer when they wanted to.

This outcomes framework aligns with the following strategic objectives and priorities outlined in:

- Victorian Emergency Management Strategic Action Plan 2015-18, Emergency Management Victoria (EMV), June 2015;
- Strategic Priorities for Emergency Management Volunteering in Victoria, Volunteer Consultative Forum, EMV, Oct 2015;
- Spontaneous Volunteer Strategy: Coordination of Volunteer Effort in the Immediate Post Disaster Stage, Australia-New Zealand Emergency Management Committee (ANZEMC), Oct 2015; and
- National Strategy for Disaster Resilience, National Emergency Management Committee, Commonwealth of Australia, 2011.

Spontaneous Volunteering Outcomes Framework



Valuing volunteering to support community resilience		
Outcomes	Indicators	Example Measures
More engaged and empowered communities that contribute to local emergency management and resilience decisions and activities 	Operationalised community-based emergency management (CBEM)	<ul style="list-style-type: none"> No. of community led initiatives registered with helping organisations which coordinate spontaneous volunteers % of activities involving spontaneous volunteers that relate to preparedness, planning and building resilience
	Increase in community needs met through effective management of spontaneous volunteers	<ul style="list-style-type: none"> Level of community input into use of spontaneous volunteers in an emergency No. complaints by community members/local organisations on spontaneous volunteering activities Positive case studies
Safer and better protected volunteers, helping organisations and communities through the effective use of spontaneous volunteers   	Reduced risk(s) associated with spontaneous volunteering for helping organisations	<ul style="list-style-type: none"> No. of plans that have systems in place for spontaneous volunteers No. of injuries recorded by helping organisations (service recipients and volunteers), No. of breaches (OHS, Codes of Conduct, or National Standards) for volunteer involvement recorded % of volunteers who report having an OHS briefing prior to engagements % of spontaneous volunteers deployments that comply with organisational policies and Municipal/State Emergency Management Plans
	Increased instances of helping organisations collaborating with communities / individuals affected	<ul style="list-style-type: none"> No. of activities or initiatives that are developed/delivered by organisations in partnership with local communities
	Improved perception of the value of spontaneous volunteers	<ul style="list-style-type: none"> Case studies where spontaneous volunteering worked well Positive reports by helping organisation volunteer managers
Better use of community and volunteer resources by helping organisations  	Increased use of volunteers before, during and after emergencies	<ul style="list-style-type: none"> No. of helping organisations which engage spontaneous volunteers No. of hours contributed by spontaneous volunteers to organisations No. of registered helping organisations No. of official requests for spontaneous volunteers made by helping organisations No. of helping organisations with organisational policies and processes for spontaneous volunteer management
	Improved use of the diverse skills and capabilities offered by volunteers	<ul style="list-style-type: none"> % of skilled-based volunteering opportunities requested by organisations (and filled) No. of organisational requests for volunteers rejected Reports of volunteer satisfaction with the appropriateness of opportunities offered and/or taken up
	Increased promotion of and value in volunteering	<ul style="list-style-type: none"> No. of programs and activities that promote volunteering in emergencies Records of positive experience (case studies)

<p>More effective, productive and sustainable helping organisations</p> 	<p>Improved integration with EM service delivery models</p>	<ul style="list-style-type: none"> No. of helping organisations with organisational policies and processes for spontaneous volunteer management % of volunteers who report suitable/effective on-the-job training when volunteering No. of helping organisations with formalised administration process for volunteers % of registered/engaged helping organisations reporting positive engagement outcomes % of affiliated volunteers who support the involvement of spontaneous volunteers % spontaneous volunteers who are engaged and deployed pro-actively in medium to longer term recovery, (rather than just immediate post-disaster phase)
<p>More aware, engaged and satisfied volunteers who advocate for volunteering in emergencies</p> 	<p>Increased level of satisfaction in volunteering experience</p>	<ul style="list-style-type: none"> No. of spontaneous volunteers deployed Records of positive volunteering experience (case studies/volunteer feedback surveys) Reports of volunteer satisfaction with their ability to provide meaningful help, and/or other volunteer motivations Reports of positive registration experience even when no volunteer opportunity was available (i.e. feeling valued) No. of spontaneous volunteers who refer others
	<p>Increased (frequency of) participation in volunteering</p>	<ul style="list-style-type: none"> No. of spontaneous volunteers registered % of surveyed organisations or volunteers reporting repeat or ongoing participation No. of volunteers who de-register
	<p>Increased awareness of the emergency management system</p>	<ul style="list-style-type: none"> % of spontaneous volunteers who report suitable/effective on-the-job training Volunteer uptake of targeted information/resources (e.g. Website & video views) Ratio of volunteers presenting on-ground vs registering with helping organisations Reports of volunteers feeling informed about the needs of affected communities and how these are being met
<p>Enhanced physical and psychological wellbeing for volunteers and communities through increased inclusiveness</p> 	<p>Increased community confidence in the contribution spontaneous volunteers can make in emergencies</p>	<ul style="list-style-type: none"> % of local community organisations which engage spontaneous volunteers Positive reports, case studies and/or media by organisations providing support Helping organisation surveys/reports of client satisfaction and/or wellbeing through assistance provided by spontaneous volunteers
	<p>Increased community satisfaction with use of spontaneous volunteers</p>	<ul style="list-style-type: none"> % of service recipients who felt use of spontaneous volunteers was beneficial No. of community member complaints regarding spontaneous volunteer activity
	<p>Increased volunteer wellbeing through community participation</p>	<ul style="list-style-type: none"> Records of positive volunteering experience (case studies/volunteer feedback surveys) Reports of volunteer satisfaction with their ability to provide meaningful help, and/or other volunteer motivations % spontaneous volunteers deployed to activities

Governance Arrangements and Accountabilities

In December 2016, the Department of Health and Human Services (DHHS) transitioned their existing spontaneous volunteer data over to HelpOUT, centralising this important pool of information and bestowing Volunteering Victoria with the responsibility to respond to any upcoming major disaster event. What sets the HelpOUT service apart from other like services in the past (including DHHS’s own portal) is the level of unique follow-through that is undertaken to match volunteers to relevant roles. We know that Australians are at their most generous during times of great hardship and emergency. If these expressions of interest are not pursued, eager spontaneous volunteers can become disaffected or worse, attempt to help out without supervision or appropriate safeguards (such as insurance) in place. In times of emergency, it can be very difficult for small community-based organisations to respond to the level of volunteer interest received. The HelpOUT service deploys trained MSEV leaders and managers of volunteers to supervise and respond to this volunteer interest on the ground; alongside this a call centre team in Melbourne takes expressions of interest from spontaneous volunteers in a centralised way, keeping those volunteers informed and matching them with roles that are uniquely suited to their location and skills. Volunteering Victoria, as the peak body for the volunteering sector, has the expertise, community connections and relevant government and non-government stakeholder relationships to be accountable and responsible for registering, matching, deploying and managing spontaneous volunteers. Volunteering Victoria is also well placed to engage more community organisations that are currently not engaged in emergency management. This could include but is not limited to organisations that represent Aboriginal and Torres Strait Islander people, CALD communities and people with disabilities.

Capability and Capacity

Overall, we know that formal volunteering is reported as being on the decline: nation-wide 31% of Australians surveyed indicated participation in volunteering in 2014, compared to 36% in 2010^{iv}. To a large extent, Volunteering Victoria believes that this is linked to a shift to less formal or more episodic forms of volunteering, together with under reporting.

The Volunteering Australia and PwC's *State of Volunteering in Australia 2016* report^v identifies opportunities to maximise the potential of the volunteer workforce. The report highlights that disaster relief is the 6th most identified area that volunteers are interested in and emergency response is 8th. 46% of those surveyed participated in informal volunteering and of those 33% would like help to find informal volunteering opportunities. If the emergency management sector is to rely increasingly on informal volunteers especially around major events which take place on an irregular basis, then the structures must be put in place to properly support informal volunteering, including active and ongoing recruitment. Respondents to the Volunteering Australia/PwC *State of Volunteering* report indicated pressing concerns surrounding administrative issues with informal volunteering. 35% indicated that they would feel better supported if they had access to more information and resources on informal volunteering arrangements and over 33% indicated that more help was needed to find informal volunteering opportunities. 43% of respondents supported the idea of introducing an online platform specifically marketed at individuals seeking informal volunteering opportunities^{vi}. Volunteering Victoria's HelpOUT service provides a platform through its Salesforce registration and matching database for spontaneous volunteering which can effectively address this desire for informal volunteering.

As part of the Resilient Recovery Model, Volunteering Victoria would like to see the State Government address the growing need to provide flexible, informal and short term volunteering opportunities in the emergency management sector. Further to this there is a need to ensure that there is a sustainable and coordinated structure to ensure that Victoria is well prepared to respond in the event of large scale emergencies. The HelpOUT service which has been piloted and evaluated has demonstrated that it can respond to these challenges and provides scope for drawing volunteers from a more diverse pool which further builds the resilient recovery of communities.

We recognise with enthusiasm the measures identified in the Emergency Management Diversity and Inclusion Framework that identifies 'cohesive communities, in which people have strong links to one another, are also more resilient communities'. We believe that this Framework will go a long way toward improving diversity in the emergency management sector if funding and resourcing can be provided to programs and services that can champion and support inclusive practice. Volunteering Victoria has been very active in promoting volunteering to our multicultural communities and seeking to engage with multicultural volunteers around the issues that matter to them. In August 2016, we hosted Victoria's first Multicultural Volunteering Conference, which was a sell-out success attended by over two hundred delegates from across a variety of volunteer-involving organisations that work with and for the Victorian multicultural community. We would be happy to partner with the State Government to discuss further opportunities that promote the role of the multicultural volunteering community in encouraging more people from culturally and linguistically diverse backgrounds to engage with the emergency management sector.

Volunteering Victoria’s HelpOUT service recently underwent external evaluation by CUBE Group which identified outcomes are being met and made recommendations for future development. The key findings of the CUBE Report are:

<p>More aware, engaged & satisfied volunteers</p>	<ol style="list-style-type: none"> 1. There are differing levels of emergency management sector awareness between MSEVs’ and registered HelpOUT volunteers. 2. Spontaneous volunteers can be more adequately engaged outside of ‘emergencies’.
<p>Better use of volunteer resources</p>	<ol style="list-style-type: none"> 3. The full extent of spontaneous volunteer skills and capabilities are yet to be harnessed. 4. Spontaneous volunteers are valued by participating organisations, and there are significant opportunities to engage them. 5. HelpOUT supports collaboration across the emergency management sector.
<p>Enhanced knowledge of spontaneous volunteering</p>	<ol style="list-style-type: none"> 6. Organisations are better prepared to confidently use a broader range of volunteer skills. 7. The general public does not necessarily know how, or where to register their interest.
<p>Improved preparedness to respond</p>	<ol style="list-style-type: none"> 8. There is a need to use spontaneous volunteers more, and across a broader range of activities before, during and after an emergency. 9. The Program provides a clear system and process for organisations to access spontaneous volunteer support and, for the Victorian community to access volunteering opportunities. 10. The Program provides valuable support and assistance to helping organisations through effective management and coordination of spontaneous volunteers.

These findings demonstrate that there is room for the HelpOUT program to grow and continue to offer benefit to Victorians, if given the opportunity.

We believe there are opportunities to harness the HelpOUT system to encourage spontaneous emergency volunteers into ongoing volunteering positions. We know the way people choose to volunteer is changing. Changes in lifestyle mean people feel less able to commit to long-term traditional volunteering roles and are more likely to volunteer spontaneously, episodically or opportunistically. This has led to difficulty in workforce planning to adequately resource our emergency services, which rely on volunteers to respond to our State’s natural disasters^{vii}. In regional areas, the sense of community connectedness leading to the decision to volunteer for an emergency service is strong and pervasive throughout all levels of the community; in suburban growth corridors this sense of connectedness can be harder to foster and maintain. It is in here that spontaneous volunteering can play an important role.

In a survey of emergency services and spontaneous volunteers undertaken prior to the establishment of HelpOUT, the Australian Red Cross found over three-quarters of spontaneous volunteers offered their

support within a week of a major emergency event, with 68.6% indicating the event itself was very important to their decision to volunteer. Of these people 61.7% were prepared to volunteer in any capacity for which they were trained and could be useful. However, 65.2% indicated that their offer to volunteer had not been taken up^{viii}. The existing power of the HelpOUT service is that it seeks to close the gap between interested volunteers and opportunities, ensuring that their generous offer of support is not overlooked and the volunteer left feeling disenfranchised. Imagine if, however, we harnessed the overwhelming response from generous Australians to emergency events, encouraging them to create ongoing relationships with emergency service agencies and potentially become regular volunteers?

In the past three years Volunteering Victoria has significantly strengthened and supported the emergency management sector through the Managers of Spontaneous Volunteers (MSEV) program. Skilled volunteer managers from outside of the emergency management sector have been identified, trained, screened and deployed before, during and after emergencies. Unfortunately funding for this program finishes in June 2017 however there are currently 72 MSEV's ready and willing to be deployed if the need arises. We highly encourage the State Government to work alongside Volunteering Victoria to examine the means and structures to continue a formalised model of spontaneous volunteer leadership in the emergency management sector as this further enhances skill development and resilience of local communities.

Funding and Investment

Over the past three years, Volunteering Victoria has received funding through the Natural Disaster Resilience Grant Scheme (NDRGS) to operate the HelpOUT spontaneous emergency volunteering service, encompassing the Managers of Spontaneous Emergency Volunteers (MSEV) program together with a spontaneous emergency volunteer portal and matching service to connect volunteers with volunteering opportunities before, during and after disasters.

The MSEV program commenced funding with a pilot in the G21 region of Victoria in July 2014 and has since been rolled out progressively across the State, whilst the HelpOUT register received funding from July 2015. Both programs have been a resounding success and adopted with great enthusiasm by partners in local government, volunteer-involving organisations, volunteer support services and the State Government. We have signed Memoranda of Understanding with thirteen Local Governments to deliver MSEVs in the event of an emergency and as at February 2017, have 2,177 potential spontaneous volunteers registered. However without investment and funding this responsibility will need to be handed back to the State Government.

The uncertainty of current funding arrangements is leading to difficulty in securing partners for this important program. Local Governments and larger emergency services agencies (such as the CFA and Australian Red Cross) are reluctant to form long-term relationships with a program that is unable to provide a commitment beyond the end of the current financial year. All of these potential partners recognise the value of the service and are eager to see it succeed, but need a longer-term commitment from our funding partners in order to proceed.

Funding uncertainty has also had an impact on our ability to attract and retain qualified staff and volunteers. This is a situation which is endemic across the not-for-profit sector: small organisations relying on grants funding to operate programs are forced to hire staff on short-term contracts and cannot guarantee contract renewal until very late in a funding round^{ix}. In 2016-17, we did not receive confirmation that our funding

had been renewed until late in July (with the previous funding round having concluded in late June) at a time when we were attempting to recruit two staff to the program. This leads to instability for these staff as well as the program more broadly.

Whilst Volunteering Victoria currently receives \$500,000 per year to operate the full suite of HelpOUT programs, we recognise that this funding is commensurate with the early stages of establishing, testing and rolling out a State-wide program from scratch. Moving forward, we anticipate that our costs will decrease as the program establishes itself and its systems are solidified. Funding of \$375,000 per year would allow us to continue to build a comprehensive State-wide service and would give us more power to harness the support of local volunteer support services in delivering HelpOUT at a community level.

HelpOUT needs to establish a strong partnership with State Government to ensure that it is supported to become a sustainable service. Volunteering Victoria has existing strong community sector relationships that are integral for building resilient recovery within communities and this is significantly value adding to build a stronger emergency management sector. HelpOUT provides a gateway between the community sector and the emergency management sector. It is essential that HelpOUT maintains a strong collaborative partnership with EMV to ensure this two way connection is supported and continued. Relationships with DHHS and LGV are also important but it is the partnership directly with EMV being the key state government department in emergency management which provides the best return on investment for the community sector, volunteering sector and emergency management sector.

Conclusion

Volunteers critically underpin the Victorian emergency management workforce and as a result significantly contribute to resilient recovery within communities. Ensuring that the emergency management sector accommodates the known changes in volunteering attitudes, along with ensuring that programs and services are designed to be inclusive of all people within communities, will significantly enhance resilient recovery. In particular, it is important that community organisations who have a role in emergency management are supported to consolidate and diversify their spontaneous volunteer workforce. Volunteering Victoria has demonstrated through its HelpOUT service that it has the expertise to provide the leadership and support required. We thank Emergency Management Victoria for the opportunity to contribute to this submission process and look forward to its outcomes.

i Ironmonger, D, The Economic Value of Volunteering in Victoria 2012, Department of Planning and Community Development, Victorian Government.

ii Commonwealth of Australia, Department of Prime Minister and Cabinet (2011), National Volunteer Strategy (2011) available online at <http://pandora.nla.gov.au/pan/133237/20120416-1642/www.notforprofit.gov.au/sites/default/files/files/National%20Volunteering%20Strategy-2.pdf>

iii Volunteering Victoria (2016) Key facts and statistics about volunteering in Victoria available online at http://volunteeringvictoria.org.au/wp-content/uploads/2016/05/Facts-and-Stats-August-2016_update.pdf

iv Volunteering Australia (2015) 'Are time poor Australians abandoning volunteering?', <https://www.volunteeringaustralia.org/2015/07/are-time-poor-australians-abandoning-volunteering/>

v Volunteering Australia and PwC (2016) 'State of Volunteering in Australia', available online at <https://www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-full-report.pdf>

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- vi Volunteering Australia and PwC (2016) 'State of Volunteering in Australia', available online at <https://www.volunteeringaustralia.org/wp-content/uploads/State-of-Volunteering-in-Australia-full-report.pdf>
- vii Victorian Auditor General (February 2014) 'Managing Emergency Services Volunteers', available online at [https://myviews.justice.vic.gov.au/application/files/4814/5808/1340/Attachment - UFU Submission to FSR - ANNEXURE 18.PDF](https://myviews.justice.vic.gov.au/application/files/4814/5808/1340/Attachment_-_UFU_Submission_to_FSR_-_ANNEXURE_18.PDF)
- viii Cottrell, Alison 'Research Report: A survey of spontaneous volunteers', conducted by the Centre for Disaster Studies, James Cook University for The Australian Red Cross, available online at http://www.redcross.org.au/files/ESO-Research_report.pdf
- ix Australian Council of Social Service (December 2014) 'Funding Uncertainty Hurting Australia's Community Sector', http://www.acoss.org.au/images/uploads/Funding_uncertainty_factsheet_Dec14.pdf