

Emergency Management Volunteering: More Than Just Words

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Overall project objectives

1. Develop a National Emergency Volunteer Sustainability Blueprint and Action Plan as a living document that provides tangible pathways for actions that progress the sustainable volunteering agenda.
2. Reframe and rethink emergency management volunteering through exploring challenges and opportunities
3. Support EMO volunteering organisations to broaden their horizons in ways that influence the sector to invest in innovative and sustainable solutions which support the sustainability of EM volunteering .



The team

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- Kara Dadswell (VU)
- Daniel Ooi (VU)
- Steve Cameron (Bloc Consulting)
- Siobhan McCuskey (VU)
- AFAC Volunteer Management Technical Group
- Sandra Lunardi, AFAC
- Adam Moore, AFAC
- Andrew Coghlan, Australian Red Cross
- Blythe McLennan, NHRA

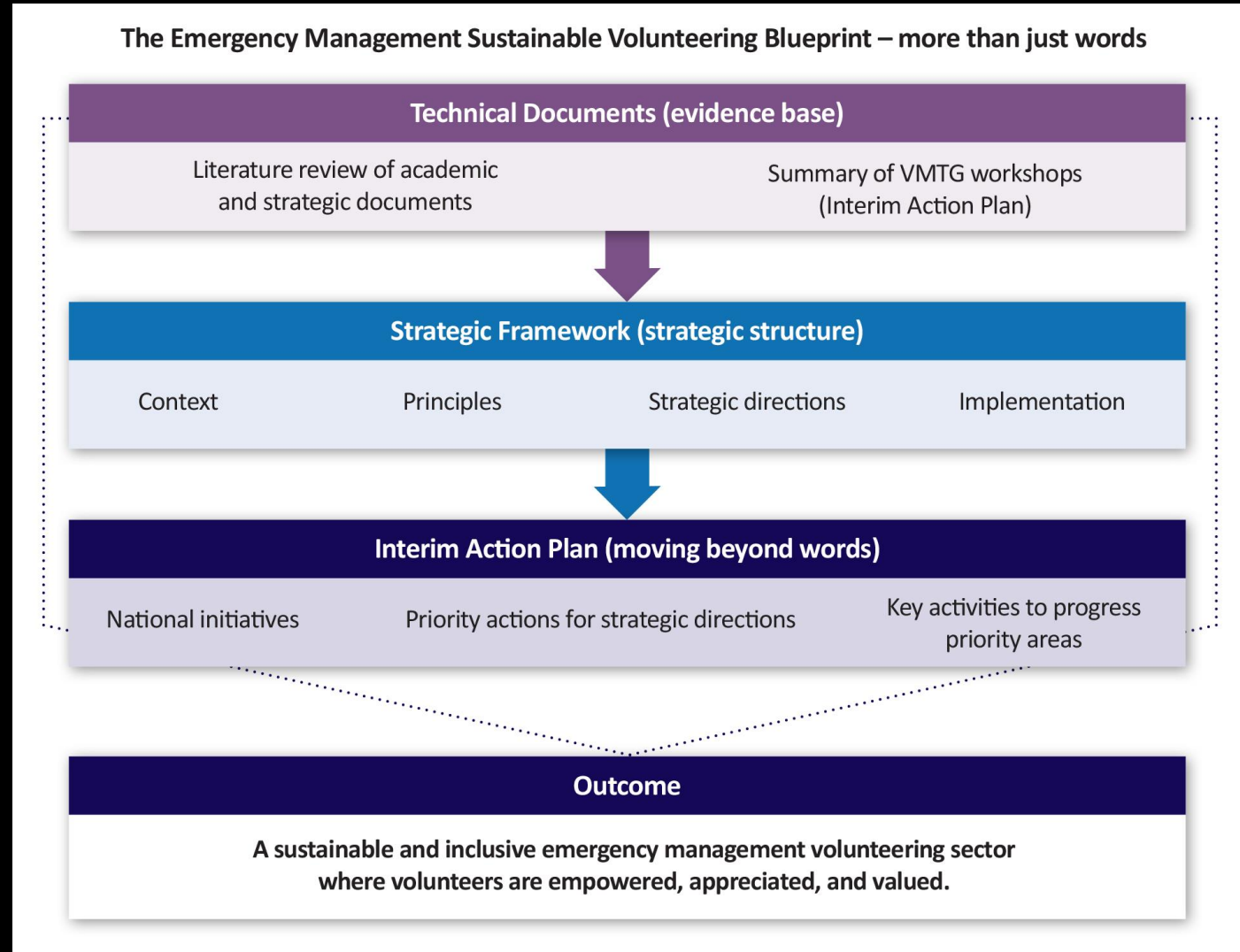


Why national action has been elusive

- Lack of strategic structure and cohesion with other strategic directions to enable national action/s.
- Solutions are systemic - paralysis due to 'overchoice'.
- Long standing issues but solutions tended to focus on symptoms rather than the root cause.
- A need for collaboration across the EM volunteering sector.
- Invisibility of volunteering – patchy data and reporting.
- Resource constraints

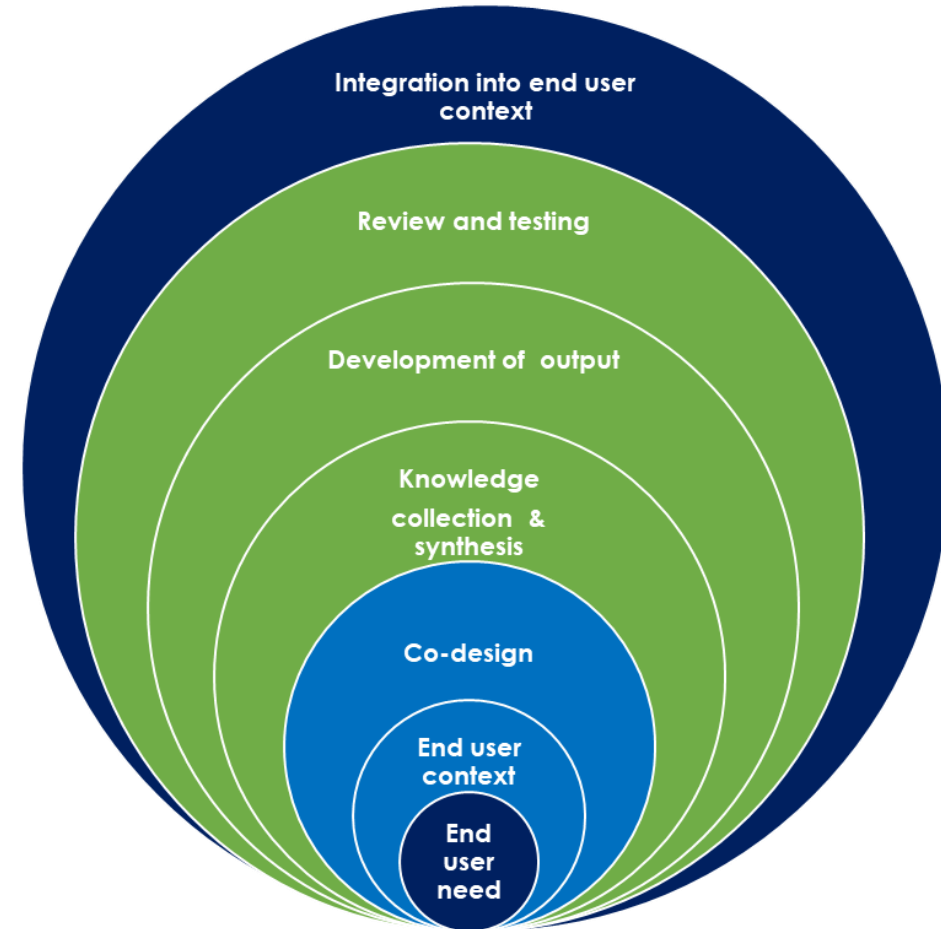


The Blueprint



How we developed the Blueprint

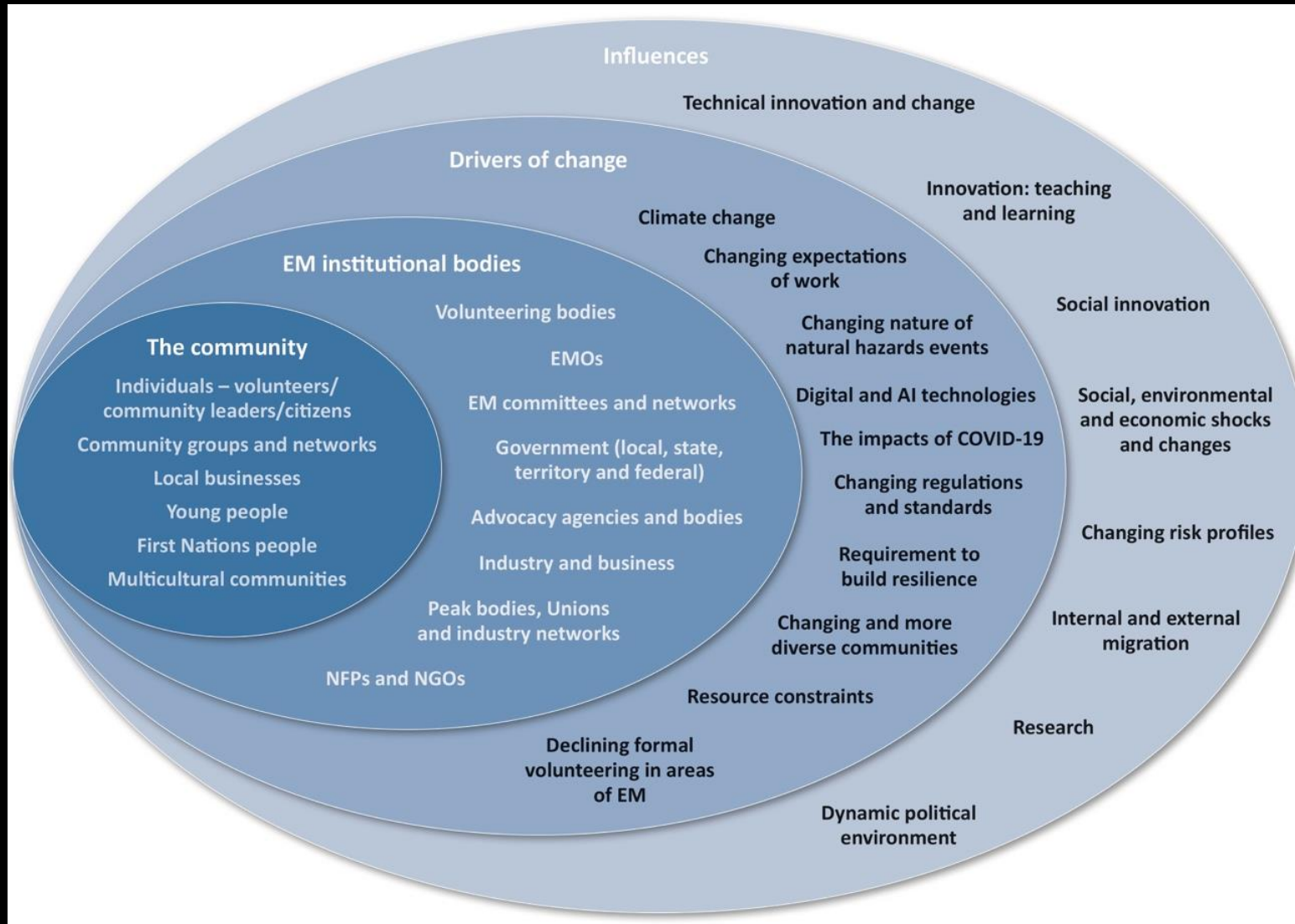
- A literature review
- An analysis of current strategic documents
- Three workshops



(Tasks of implementation-based research, Young. C 2016)



The EM volunteering context



Compression points

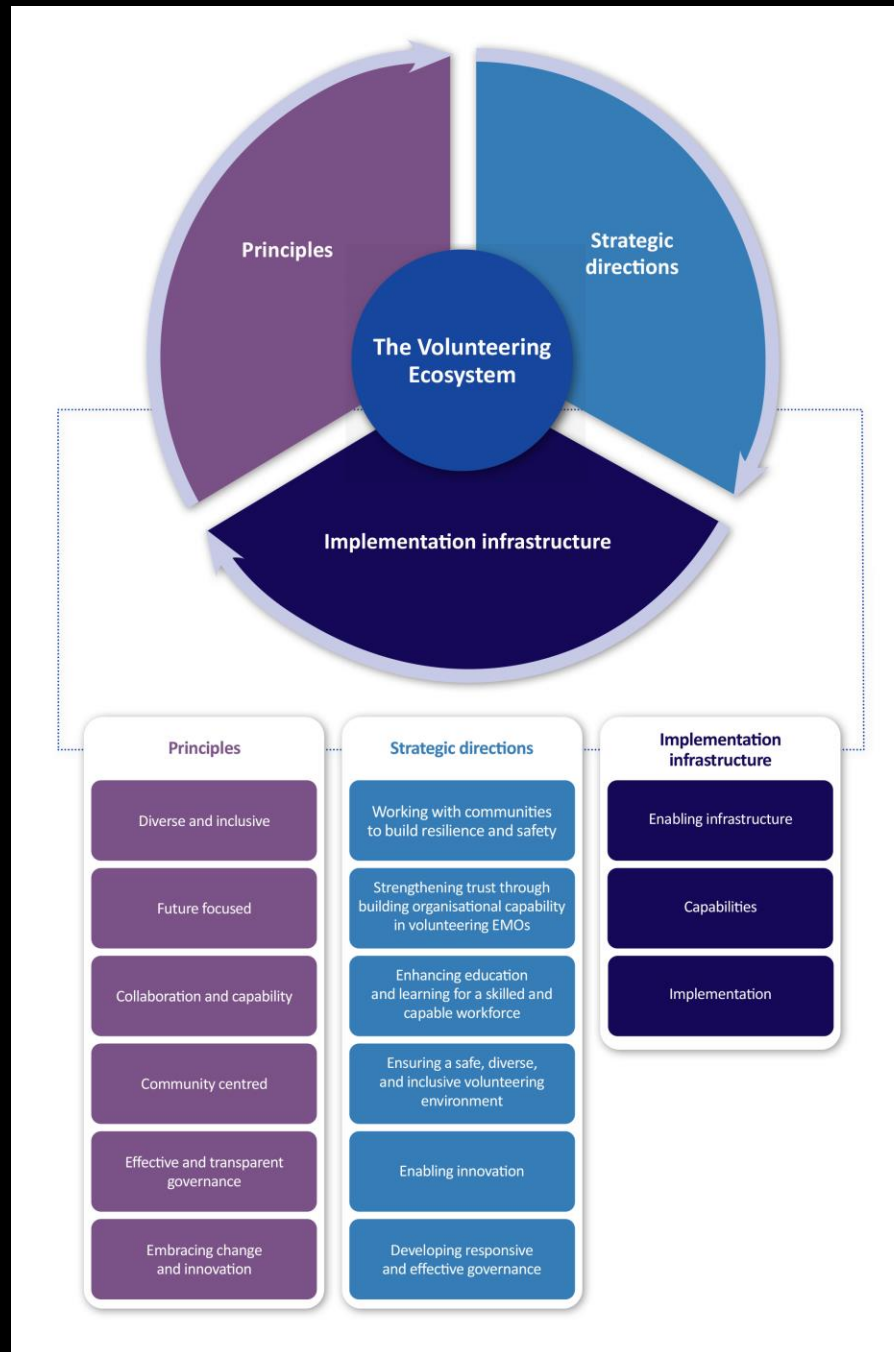
- increasing demand for EM services and competition for volunteers
- decreases in formal volunteering
- expansion of the EM volunteering role
- increases in other forms of EM volunteering
- changing communities, community contexts and social & psychological contracts.
- Changing expectations of work

The EM volunteering ecosystem

Communities are the volunteers and the volunteers are the community



The Strategic framework

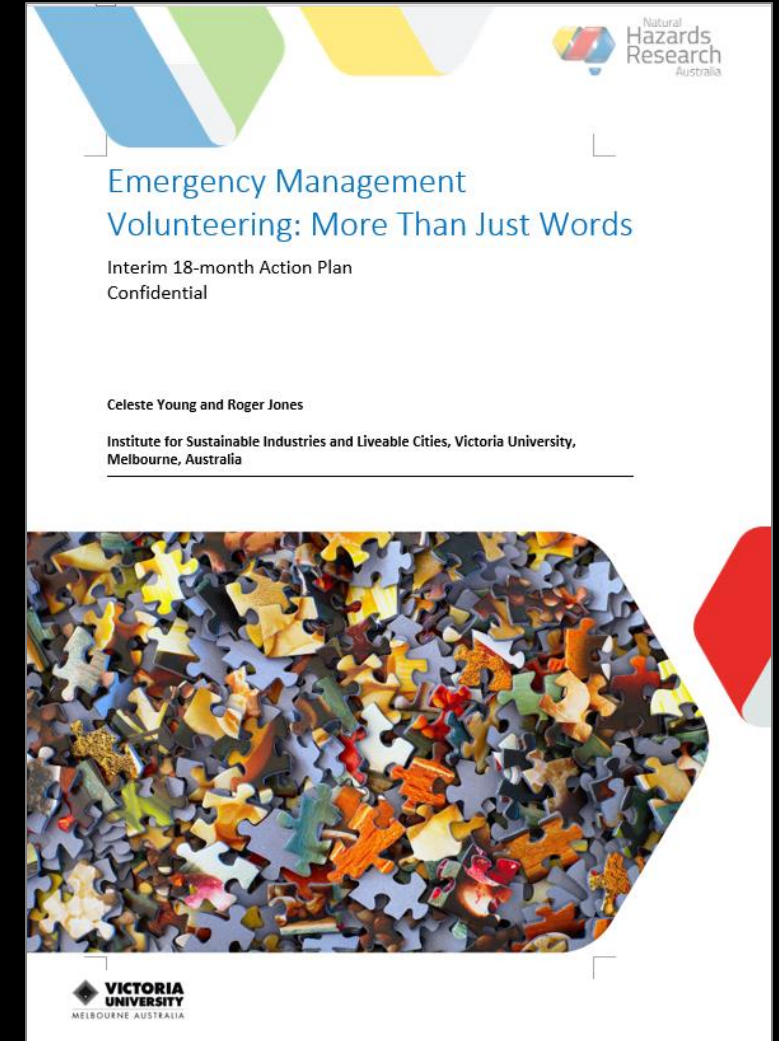


Implementation

Strategic direction	Limited awareness	Aware and engaged	Integrating and applying	Sustainable
1. Working with communities to build resilience and safety.	1. EMOs lead activities and community excluded from decision making.	1. Basic representation of community in some decision making areas and EMO programs.	1. EMOs undertake some collaborative, codesigned projects and programs with communities.	1. Sustained collaboration between communities and EMOs that have shared decision making and leadership of activities.
	2. Inconsistent understandings and expectations of volunteering.	2. Volunteering EMOs and communities define what constitutes volunteering.	2. The development of a shared narrative for EM volunteering.	2. A shared understanding of volunteering roles and expectations across the EM volunteering ecosystem.
	3. Transactional relationships between agencies and communities.	3. Consultation and negotiation between communities and volunteering EMOs.	3. Establishing relationships and meaningful dialogue between volunteering EMOs and communities.	3. Strong trusted and maintained relationships between communities and volunteering EMOs.
	4. Community risk literacy is ad hoc.	4. Communities are informed about the risks they face.	4. Communities understand their risks and what actions they can take.	4. Communities respect the risks they face and manage them proactively.
	5. Disempowered communities who are dependent on EMO service delivery.	5. Individuals and groups comply with their EM obligations, but the majority still feel that EMOs are primarily responsible for mitigating and managing the risk.	5. The community understand their roles and responsibilities but manage them primarily in response to being prompted by agencies.	5. The community accept their roles and responsibilities and proactively manage their risk as part of day-to-day activities.
	6. Volunteering EMOs define community vulnerabilities and manage them accordingly.	6. Communities define and articulate their vulnerabilities, capabilities and capacity.	6. Volunteering EMOs support communities to build their capabilities and capacities.	6. Communities have enhanced capabilities that underpin their resilience and surge needs.
	7. Inadequate funding and resourcing at community level to support risk management activities.	7. Limited funding and resourcing at community level available to support activities.	7. Accessible and responsive funding and resourcing at the community level to support activities.	7. Financial resilience and sustainable resourcing at the local level.
Strategic direction	Limited awareness	Aware and engaged	Integrating and applying	Sustainable
2. Strengthening trust through building organisational capability in volunteering EMOs.	1. Limited strategic planning.	1. Sector agreement and a commitment to strategic action and planning.	1. Nationally endorsed strategies and plans that are being enacted.	1. Ongoing coordinated activities across the volunteering ecosystem that are strategically managed using systems thinking.
	2. Volunteers do not trust organisations and feel undervalued.	2. Volunteers feel acknowledged but are still distrustful of their needs being addressed.	2. Volunteers are consulted with and have trust their needs will be addressed.	2. Volunteers trust EMOs and are confident that their concerns are being heard and addressed. Volunteers are included appropriately in decision making.
	3. Resourcing does not meet the needs of volunteering EMOs or their volunteers.	3. Resourcing and funding for some projects in EMOs to address volunteer needs.	3. Sector-wide funding and resources for volunteering EMOs to accommodate volunteer needs.	3. Appropriate and adequate funding and resources in volunteering EMOs actively meeting volunteering needs.
	4. Compliant and passive leadership.	4. Advocacy for change by sector and organisational leaders.	4. Volunteering EMO leaders and champions are proactively leading change.	4. Strong and proactive leadership at all levels that is responsive to volunteers' needs and changing context.
	5. Community skills and capabilities are not valued or considered relevant.	5. Community skills and nontechnical capabilities are understood and valued.	5. Integration of community and nontechnical capabilities across the PPRR spectrum with community and external stakeholders and are rewarded.	5. Enhanced volunteering EMO capacity and capability for surge capacity across the volunteering ecosystem.
	6. Organisational capabilities support traditional roles and operational models that maintain the status quo.	6. New organisational capabilities are emerging that promote change and new models for volunteering.	6. Organisational capabilities enable change and accept and support new models of volunteering.	6. Volunteering EMOs have strong continuous change and adaptive capabilities.
	7. Linear approaches and reactive solutions.	7. Systemic and strategic approaches to problem solving are being advocated for.	7. Systemic and strategic approaches are being applied in programs and decision making across EMOs.	7. Systemic and strategic approaches are business-as-usual in volunteering EMOs.
	8. Siloed and rigid structures.	8. Siloed and flexible structures.	8. Continuous improvement and flexible structures are developing.	8. Dynamic volunteering EMOs with established structures that enable adaptive responses.

More than just words

- Priority action 1: Enhancing and building on the current national education curriculum to support volunteering skills pathways focusing on future capabilities needs and skills transferability.
- Priority action 2: A national initiative to assist organisations incorporate emergent and innovative models of volunteering and understanding of where and how they can be applied across the PPRR spectrum.



Thank you

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