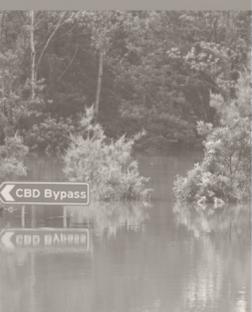


Section 4: Draft Implementation Plan

The draft implementation plan aims to assist jurisdictions, municipalities and organisations with adapting the framework and the communication strategy to suit their local requirements. The plan offers examples of possible roles for the national strategic working group and national coordinating agency. It also offers advice on strategic implementation, operational implementation, and the effective management of spontaneous volunteers. Recommendations on how the framework can work with existing state/territory arrangements are also given. The plan outlines steps that an organisation can take to be prepared for spontaneous volunteers in emergencies, including development of plans for before, during and after an emergency.

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Disclaimer

This implementation plan includes suggestions and discussions of a number of products and services available. Red Cross does not endorse or support any of the products or services referred to in this document and nothing in this document should be construed as Red Cross' endorsement or support of these products or services. The contents of this document have been prepared without taking account of individual or organisational objectives, situation or needs. Individuals and organisations should, before taking any action mentioned in this document, consider whether such action is appropriate having regard to their own objectives, financial situation and needs.

Aim

The aim of the draft implementation plan is twofold: firstly to explore in more detail the roles identified in the draft framework and secondly to look at the issues raised in the framework and how these issues might be overcome.

The implementation plan covers four major areas of activity:

- adoption of the framework
- governance of the framework
- operationalisation of the framework including the effective management of spontaneous volunteers
- review of the framework.

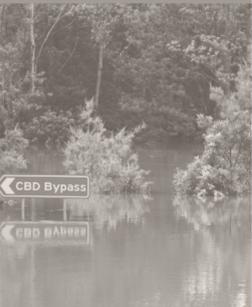
For discussion purposes, these have been divided into three sections: strategic implementation, operational implementation and the effective management of spontaneous volunteers.

This document includes a number of recommendations which would aid the implementation of the framework and the effective management of spontaneous volunteers.

Principles

The implementation plan is based on the following principles:

- The people affected by any emergency are the first priority.
- Spontaneous volunteering is valuable and aids community recovery.
- Everybody has a right to offer their assistance and to feel that their offer has been valued.
- Jurisdictions and agencies will take considered policy positions on whether they will use spontaneous volunteers.
- Normal volunteer management processes apply in times of emergency.
- Effective management recognises that processes need to be in place to ensure that agencies are not overwhelmed with offers of support.
- Spontaneous volunteers are not always required and may not be encouraged in circumstances where existing resources are sufficient.
- Communication messages must commence at the point of impact or shortly after an emergency commences, and be embedded in the emergency response communications arrangements.
- Arrangements for managing spontaneous volunteers should be recognised in, and where required embedded within, existing emergency management plans or operating guidelines.
- The time when spontaneous volunteers are needed may not coincide with when offers are being made. Volunteers may be needed weeks or months later.



Strategic implementation

Adoption of the framework

This implementation plan describes a generic process for the consistent management of spontaneous volunteers. The plan recognises that the needs of jurisdictions, municipalities and agencies are unique and each will need to decide what is appropriate to their own circumstances.

It is suggested that, in order to gain broad acceptance of the implementation of the framework, support or endorsement could be sought from strategic-level forums. Suggestions included the newly established National Emergency Management Committee (NEMC), the Ministerial Council for Police and Emergency Management—Emergency Management, (MCPEM-EM) the Community and Disability Services Ministers' Conference (CDSMC) and the Community and Disability Services Ministers' Advisory Council (CDSMAC).

The success of any plan often depends on the strength and flexibility of networks and connections within a community. The framework is deliberately broad to provide a continuum for the potential use of spontaneous volunteers. Agencies that choose to implement the framework (in whole or in part) are encouraged to do so in full consultation with all relevant stakeholders and within the existing emergency management/administrative arrangements.

Governance of the framework

It is recognised that to ensure leadership of the framework and its ongoing relevance, there needs to be agreed governance at both national and jurisdictional levels. Suggestions of how this might be structured are given below.

National strategic working group

The role of the national strategic working group could be one of advocacy and leadership.

Advocacy activities could include promoting:

- adoption of the new framework within jurisdictions that choose to use spontaneous volunteers
- updates to the framework when applicable
- the need for a public pre-emergency education/registration communication strategy.

Leadership activities could include:

- addressing common areas of concern across jurisdictions
- providing guidance for the National Coordinating Agency
- leading an annual review of the draft framework and associated communication strategy.

This group could identify areas of national collaboration to improve the management of spontaneous volunteers by supplying a forum for national debate on the subject.

Recommendation: Due to the nature of its role, the national strategic working group fits within current administrative arrangements.

State/territory strategic agency

In a jurisdiction that decides to adopt the framework and its supporting tools, the role of the state/territory strategic agency is similar to that of the national strategic working group: providing advocacy and leadership for the framework within their jurisdiction. For instance, it might be the state/territory strategic agency that is responsible for:

- activating the state/territory spontaneous volunteer sub-plan or operational guidelines
- requesting the fast-tracking of police checks for spontaneous volunteers, if appropriate
- triggering any other applicable state/territory legislation
- identifying and appointing a spokesperson to deliver key media messages about public pre-emergency education and registration
- identifying and appointing a spokesperson to deliver key media messages in an emergency
- leading the review of the spontaneous volunteer sub-plan or operational guidelines, and leading the implementation of the framework in the context of the emergency and associated communication strategy following an emergency.



Governance for the strategic agency might be provided by a steering group. This could be made up of members from the state/territory emergency management committee.

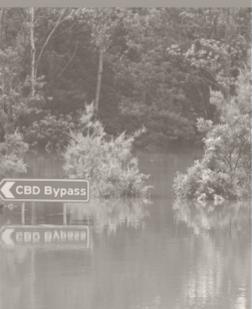
Recommendation: Due to the nature of its role, the strategic agency is housed within a relevant state/territory government department.



Review of the framework

The framework may need to be updated to take account of lessons learned from new emergencies about effective management of spontaneous volunteers. It is proposed that the framework be reviewed annually and updated as appropriate. This review could be led by the national strategic working group with input from the coordinating agencies in each jurisdiction adopting the framework.

Recommendation: The framework is reviewed annually and updated as appropriate.



Operational implementation

National coordinating agency

The role of the national coordinating agency could be one of support and advice. Prior to an emergency, it could work with state/territory coordinating agencies, individually or collectively, to help build capacity, giving guidance where appropriate. In addition, its role could include brokering agreement between the state/territory coordinating agencies as to how they might support each other in the time of emergency if surge capacity is required.

During an emergency, the national coordinating agency might offer support to the relevant state/territory coordinating agency. Its main role could be liaison, to activate surge capacity in another state or territory if required. This might occur in two instances:

- The coordinating agency in the affected state/territory is overwhelmed by the offers of help it is receiving. This might be caused by a large influx of offers, or staff being directly affected by the emergency.
- Damage to infrastructure in the location of the coordinating agency is severe. In this case, physical spontaneous volunteer reception centres may need to be set up, and interstate infrastructure assistance may be required.

After an emergency, the national coordinating agency could conduct a review with the affected state/territory coordinating agency. The results of the review could be shared with all other coordinating agencies to ensure continuous learning and best practice.

Recommendation: The national coordinating agency is an organisation with volunteer experience on a national level that does not have another role within existing emergency management plans.

State/territory arrangements

State/territory spontaneous volunteer sub/supporting plan or operational guidelines

Jurisdictions that are considering including spontaneous volunteers in future emergency response and recovery may wish to develop a spontaneous volunteer sub-plan or supporting plan to their existing emergency management plans. For some jurisdictions, standard operating guidelines may be sufficient. The sub-plan or guidelines could include the following elements.

Pre-emergency planning

- Developing a policy statement regarding the use of the plan/guidelines in emergencies—for example:
 - Will the plan/guidelines be activated for level 2 and 3 emergencies and not a level 1 emergency?¹
 - Who will activate the plan/guidelines? How will they be activated?
 - Who will decide if spontaneous volunteers are to be used? Who will be consulted?
 - If there is a call for spontaneous volunteers, what will happen? If not, what will happen?
 - When will the plan/guidelines be deactivated?
 - Who will deactivate the plan/guidelines?
 - How will the plan/guidelines be reviewed following an emergency?
- Nominating who the state/territory strategic and coordinating agencies will be and agreeing on their roles.
- Developing a communication strategy for the use or non-use of spontaneous volunteers.

¹ Level 1, 2 and 3 emergencies are defined within the Australasian Inter-Service Incident Management System. A definition is given in Annex A to this section.



During an emergency

- Activating the decision-making processes regarding the use of spontaneous volunteers.
- Activating the communication strategy.
- Activating the state/territory strategic and coordinating agencies.

After an emergency

- Activating the plan/guidelines review process.
- Updating the plan/guidelines as appropriate.

State/territory coordinating agency

The state/territory coordinating agency may have a comprehensive role before, during and after an emergency. The scope of its role would need to be agreed by the relevant government department or committee/s within each state or territory. Preferably the coordinating agency would be an organisation that has experience in managing volunteers and is seen as an exemplar of best practice among agencies/municipalities. Ideally it would be an organisation that does not have another role in the existing emergency management plan.

Funding

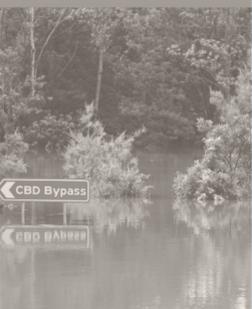
It is likely additional resources would be required for the coordinating agency to perform its functions. Ongoing funding may need to be sought by the coordinating agency. Potential assistance through existing funding sources may include:

- State/territory government
- Natural Disaster Resilience Program
- Australian Government
- corporate sponsorship.

Prior to an emergency

The coordinating agency's focus at this stage is on preparation. This could include ensuring that it is prepared, as well as working with agencies and municipalities on the development of their spontaneous volunteer plans, management capacity and practices. In addition, it could promote sector-wide simulations that would help agencies and municipalities test their plans.

Management of potential spontaneous volunteers will be more efficient if agencies and municipalities have identified in advance any anticipated skills/capacity shortfalls that they might have. This information, along with job descriptions for potential roles, could be held by the coordinating agency in preparation for an emergency. Some agencies may be reluctant to use spontaneous volunteers because of the amount of training required or for other reasons. In this instance, the coordinating agency could work with such agencies to prepare a communication plan for use by all staff if the agency receives offers of help.



In preparing itself for an emergency, the coordinating agency may consider the issues outlined in the following table.

Issue	Potential actions
Promoting volunteer pre-registration	<ul style="list-style-type: none"> • Communication strategy developed and implemented for promoting volunteer opportunities and pre-registration process
Registering potential spontaneous volunteers	<ul style="list-style-type: none"> • Agreement reached between the coordinating agency and the relevant government department/committee on the most effective approach (web, phone and/or in person) • Coordinating agency identifies infrastructure needs (web capacity, phone lines etc) and develops back-up business continuity plans in case infrastructure fails • Coordinating agency identifies what information should be gathered from potential spontaneous volunteers through the registration process. For suggestions, see 'Registration' section on page 21
Spontaneous volunteers are not required	<ul style="list-style-type: none"> • Communication strategy developed that includes media messages and scripts for staff in the coordinating agency
Potential spontaneous volunteer screening	<ul style="list-style-type: none"> • Agreement reached between the coordinating agency and receiving agencies on the role of the coordinating agency. Further information is in the 'Volunteer screening and referral' section on page 23
Effective management of potential spontaneous volunteers	<ul style="list-style-type: none"> • Effective management process designed • Existing volunteer management processes reviewed to identify which are transferable and what new processes need to be developed
Resources required	<ul style="list-style-type: none"> • Required roles identified within the coordinating agency for effective management of spontaneous volunteers and job descriptions, including skills required and tasks that will be undertaken, are developed. Individuals identified and trained to take on these roles in an emergency

During an emergency

The decision of whether to activate the state/territory spontaneous volunteer sub/supporting plan or operational guidelines will need to be made as soon as possible. The plan/guidelines may include details of the remit of the state/territory strategic and coordinating agencies.

The coordinating agency's role is likely to be one of coordination and volunteer management. It may be responsible for the registration and referral of potential spontaneous volunteers.

Review of the state/territory spontaneous volunteer plan or operational guidelines

The spontaneous volunteer sub/supporting plan or operational guidelines may become outdated as new emergencies occur and learning about effective management of spontaneous volunteers continues. It is proposed that they be reviewed annually and updated as appropriate. This review could be led by the state/territory strategic agency with input from the state/territory coordinating agency and other agencies within the jurisdiction, if appropriate.

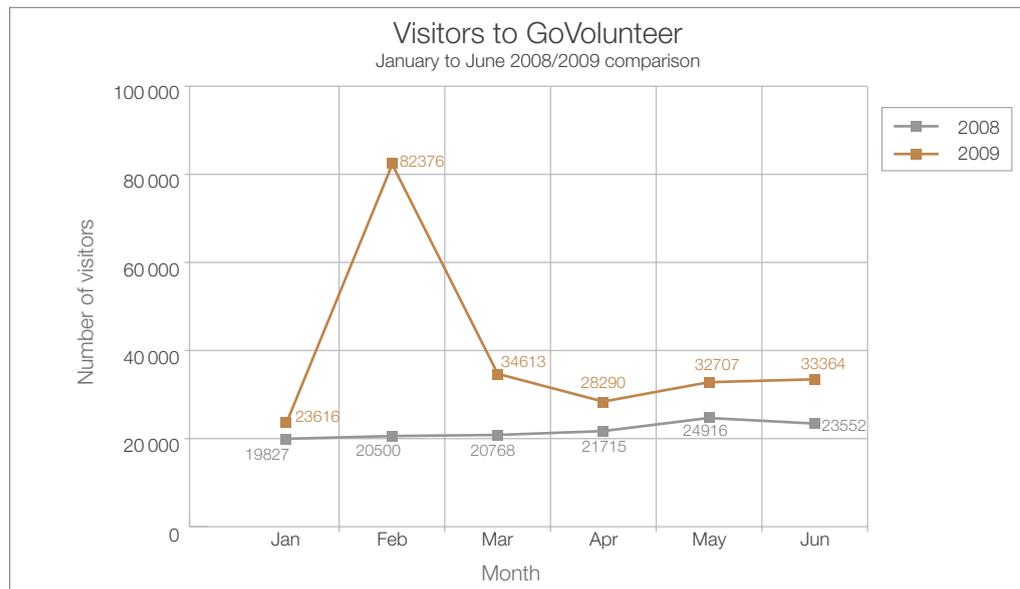
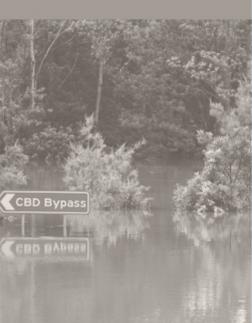
Recommendation: The sub/supporting plan or operational guidelines are reviewed annually and updated as appropriate.

Resources/infrastructure

For an indication of the resources that might be required for emergencies of different sizes it is useful to look at past emergencies.

In the immediate aftermath of the Black Saturday bushfires in 2009, Volunteering Australia was approached to host the online registration portal for potential spontaneous volunteers. Volunteering Australia's IT is outsourced, so it immediately negotiated 24-hour website support with its service provider. Individuals were designated to check the website every four hours to ensure that it was working correctly and any repairs could be made immediately to minimise downtime.

Increase in the volume of traffic on the website was significant, as demonstrated by the graph below.



The Renmark floods in 2007 caused damage to homes and properties in the area. Approximately 30 homes and 25 properties were significantly damaged. The storm impacted on an area of approximately 1,400 hectares of horticulture.² In the aftermath, the South Australian Department for Families and Communities established a physical registration point for spontaneous volunteers, and 280 individuals registered.

Following the Brisbane storms in 2008, Volunteering Queensland worked with the Department of Communities to register potential spontaneous volunteers. Volunteering Queensland rostered five to six people per day to register offers received by phone, and had the capacity to answer 15 calls at a time if demand increased. The Department of Communities received phone calls overnight, and emailed contact details to Volunteering Queensland for follow-up the next day.

During emergencies, infrastructure may be lost. It is recommended that coordinating agencies consider creating a continuity plan for this eventuality. This might include identifying:

- the risks (loss of internet/phone/office, staff absence etc)
- the impact these risks could have on the organisation's ability to effectively manage spontaneous volunteers
- how the impact of these risks could be minimised
- the actions that could be taken if the risks eventuated.

Municipalities

Many of the challenges facing municipalities will be similar to those facing the state/territory coordinating agency. It is therefore likely that municipalities will take on the coordination role in smaller emergencies. In addition to referring potential spontaneous volunteers to agencies, municipalities may use spontaneous volunteers themselves. In larger emergencies, where the state/territory spontaneous volunteer sub/supporting plan or operational guidelines have been activated, the coordinating agency may refer potential spontaneous volunteers to municipalities for onward referral to local agencies.

² State Recovery Office, Department for Families and Communities, 'Renmark storm recovery report', 2007.

The unique challenge that municipalities have is working with spontaneous volunteers who are first on the scene. In fact, most response work is done by community members who are present or nearby during a disaster. They often initiate and perform critical activities such as search and rescue and first-aid immediately following events.³ These individuals are unlikely to view themselves as spontaneous volunteers; they are more likely to think of themselves as good samaritans or simply community members.

Whether municipalities should try to incorporate these spontaneous volunteers into their structure once it is activated and, if so, how might they do this without causing offence, could be considered in the development of their spontaneous volunteer sub/supporting plan or operational guidelines.

Review of the municipal spontaneous volunteer sub/supporting plan or operational guidelines

In keeping with the recommendations for an annual review at a national and jurisdictional level, it is proposed that the municipal spontaneous volunteer sub/supporting plan or operational guidelines be reviewed annually and updated as appropriate. This could include input from volunteer resource centres, local agencies and community organisations, if appropriate.

Recommendation: The sub/supporting plan or operational guidelines are reviewed annually and updated as appropriate.

Organisations outside of existing emergency management plans including emergent organisations

Many organisations outside of existing emergency management plans play an important role in community recovery, such as church groups and sports clubs that take on a new role in the aftermath of a disaster.

In addition, emergent groups appear following an emergency. Not only do spontaneous volunteers attempt to join official bodies to become affiliated, they often self-organise to fulfil unmet needs.⁴

Requests to the coordinating agency for spontaneous volunteer referrals may come from these areas. Therefore, it is important for the coordinating agency to establish criteria for organisations to which it will refer potential spontaneous volunteers' contact details in advance of an emergency. Ensuring that the organisation receiving referrals has adequate insurance to cover spontaneous volunteers would be the recommended minimum criteria. This, though, may exclude emerging organisations, which, by their very nature, have little structure and lack procedures in the beginning. This is discussed further in the 'Volunteer insurance' section on page 18. Other criteria may include requiring organisations to be incorporated.

Recommendation: Coordinating agencies only refer potential spontaneous volunteers' contact details to organisations that demonstrate they have met minimum criteria, including having adequate insurance cover.

Communication strategy

A clear message from the stakeholder consultations and primary research was the frustration at the lack of communication with potential spontaneous volunteers following the Victorian bushfires in 2009. Initially a call was put out for spontaneous volunteers. This was followed by many being told they were not needed when they registered. Others heard nothing in response to their registrations.

'We...had no idea if our assistance was offered or disappeared into a black hole and that people who really needed it may have missed out.'

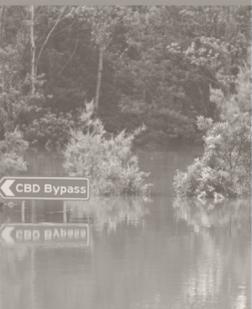
'It would have been nice to at least get a refusal for volunteering in the Victorian disaster. I realise the time was hectic and busy but it was nearly 11 months ago now. Nothing has been forthcoming either to me or to the people I know who volunteered their services.'⁵

Section 3 of this kit sets out a draft communication strategy that includes generic messages that jurisdictions, municipalities and agencies can adapt to their own needs.

³ S. Lowe & A. Fothergill, 'A need to help: Emergent volunteer behaviour after September 11th', 2003, (citing Tierney et al. 2001).

⁴ A. Beagrie 'Emergent groups in disaster response', 2009, (citing Fernandez 2007 and Quarantelli, 1997).

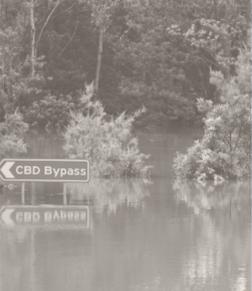
⁵ A. Cottrell, 'A survey of spontaneous volunteers', 2010 (in section 5 of this kit).



Effective management of spontaneous volunteers

Mapping the potential spontaneous volunteer journey from the time they register their interest to when they are stood down may help prepare for the effective management of spontaneous volunteers. A possible potential spontaneous volunteer journey, with suggested processes at each stage, is offered below.

Stage of potential spontaneous volunteer journey	Suggested processes
Before the emergency	<ul style="list-style-type: none"> • State/territory spontaneous volunteer sub plan or operational guidelines developed and agreed • State/territory strategic and coordinating agencies appointed and their roles agreed • State/territory strategic agency agrees public pre-education/registration messages and appoints spokesperson • Municipalities/agencies review potential capacity/skills gaps and decide in what instances they might use spontaneous volunteers • Coordinating agency works with municipalities to develop a spontaneous volunteer sub-plan or operational guidelines • Coordinating agency works with agencies accepting spontaneous volunteers to develop a spontaneous volunteer plan. This could include developing job descriptions, which include the skills required and the tasks to be undertaken, to supply to the coordinating agency • Coordinating agency works with agencies not accepting spontaneous volunteers to develop a communication plan • Coordinating agency develops processes to effectively manage potential spontaneous volunteers
Potential spontaneous volunteer hears pre-emergency education messages and registers with the coordinating agency	<ul style="list-style-type: none"> • Coordinating agency supplies potential spontaneous volunteer with information on the skills, checks etc that may be required by volunteer agencies and their training requirements • Potential spontaneous volunteer undertakes police check and agency training and becomes a casual or affiliated volunteer
Potential spontaneous volunteer hears about emergency. This could be by word of mouth or through the media	<ul style="list-style-type: none"> • Decision made to activate the spontaneous volunteer sub-plan or operational guidelines • Pre-agreed communication strategy initiated, stating whether or not spontaneous volunteers are being used. Messages disseminated via the media, government spokesperson, the coordinating agency, municipalities and agencies
If needed and requested, potential spontaneous volunteer registers their offer of help either virtually or in person	<ul style="list-style-type: none"> • Potential spontaneous volunteer's registration details are lodged with coordinating agency. The potential spontaneous volunteer is thanked for their offer and given a reality check on the likelihood of being used • Coordinating agency conducts potential spontaneous volunteer screening if appropriate
Potential spontaneous volunteer is waiting to be used	<ul style="list-style-type: none"> • If there is a volunteering vacancy that fits the potential spontaneous volunteer's skills and experience, the coordinating agency refers their details on to relevant agency, giving pre-registered people preference • If there is not a relevant opportunity, the coordinating agency sends update messages to potential spontaneous volunteers on a daily basis thanking them for their offer and including the number of potential spontaneous volunteers registered versus number used and any other relevant information • After the emergency, if no opportunities have become available, the coordinating agency sends a final message thanking potential spontaneous volunteers, notifying them of the current situation and promoting ongoing volunteering opportunities with response and recovery agencies
Potential spontaneous volunteer is referred to agency	<ul style="list-style-type: none"> • The potential spontaneous volunteer receives a call from agency using spontaneous volunteers. The agency gives details of the role and any other relevant information. The agency conducts a telephone interview asking prepared questions. If both sides are happy to proceed, the agency invites the potential spontaneous volunteer to pre-deployment/ induction training



Stage of potential spontaneous volunteer journey	Suggested processes
Potential spontaneous volunteer attends pre-deployment/ induction training	<ul style="list-style-type: none"> • The potential spontaneous volunteer receives training, which includes information on: <ul style="list-style-type: none"> • the agency they will be volunteering for and the agency's role in the current emergency • the spontaneous volunteer's role, including boundaries and limitations • a situation briefing • command and communication structures • occupational health and safety • The potential spontaneous volunteer becomes a spontaneous volunteer under the agency's existing volunteer management practices • If applicable, the spontaneous volunteer receives an ID, uniform etc
Spontaneous volunteer is deployed	<ul style="list-style-type: none"> • The spontaneous volunteer receives a briefing before each shift • The spontaneous volunteer is buddied with an experienced volunteer for at least their first shift • The spontaneous volunteer takes part in a debrief after each shift
Spontaneous volunteer is stood down	<ul style="list-style-type: none"> • The spontaneous volunteer contributes to the post-emergency agency debrief • The spontaneous volunteer is thanked by the agency and informed of future volunteering opportunities • The spontaneous volunteer is advised where they can seek help on occupational health and safety following the debrief, should they feel the need for further assistance

Police and working with children checks

Jurisdictions have different legislative requirements for working with children checks. Information on the legislative requirements, the difference between a police check and a working with children check, along with details of who must undergo pre-employment child safety screening can be found on the Australian Institute of Family Studies website at: <http://www.aifs.gov.au/nch/resources/police/policechecks.html>.

During the consultation process, many agencies cited the time taken to obtain a police check as a significant barrier to the use of spontaneous volunteers. Even if a potential spontaneous volunteer has a current check, it may be irrelevant if it is from another state or territory and a new one may be required. In the aftermath of the Victorian bushfires, the Victorian Police fast-tracked national police checks for volunteers, taking an average of 48 hours.

Recommendation: Fast-tracked national police checks become the norm in the aftermath of level 3 emergencies. This may require changes in working practices and legislation.

Another possibility would be for the coordinating agency to work with CrimTrac Agency either by becoming a CrimTrac accredited agency, or through an existing CrimTrac broker. CrimTrac is an Australian Government agency. Its primary role is to provide national information-sharing solutions to support the effective operation of police services and law enforcement agencies across state and territory borders.⁶ Police checks through CrimTrac take 48 hours. A list of current CrimTrac accredited agencies and brokers is in Annex B to this section. Further information can be found on the CrimTrac website at: http://www.crimtrac.gov.au/criminal_history_checks/index.html.

The Productivity Commission in its 2010 *Contribution of the not-for-profit sector report* has identified the time taken to obtain police checks as an issue. Recommendation 10.1 states:

⁶ http://www.crimtrac.gov.au/about_us/index.html.

Australian governments should introduce a system of 'Working with Vulnerable People Checks' that provides for checks to be portable between organisations for a designated time period.

Further, Australian governments should explore the feasibility of developing a consistent national system allowing portability across states and territories of police checks and the exchange of information on people deemed unsuitable for working with vulnerable people, especially children.

The ACT Government has recently sought comment on a proposed background checking system for people working with vulnerable people in the territory. The outcomes of the consultation will help inform the development of a policy on working with vulnerable people that will underpin the drafting of a working with vulnerable people checks Bill. It is anticipated that the Bill will be introduced in the ACT Legislative Assembly during autumn 2010.⁷

Recommendation: Jurisdictions investigate the value of fast-tracking police checks for spontaneous volunteers in appropriate circumstances.

Civil liability

Legislation in each state and territory protects volunteers for community organisations from personal civil liability for personal injury caused by acts made in good faith and without recklessness, in the course of carrying out community work for a community organisation. There is variation in the legislation between states and territories.

'Good Samaritans' (those who are first on a scene offering help and assistance) are also protected by the legislation in each state and territory from personal civil liability for personal injury caused by acts made in good faith and without recklessness, in the course of rendering first aid or other assistance to a person in distress.

It is not clear whether the legislation protects members of 'emergent groups' from civil liability in the same way.

Recommendation: NEMC considers reviewing the issue of differing state/territory legislation to determine if any harmonisation is required.

Taxation

The Australian Taxation Office is investigating the potential taxation implications of spontaneous volunteering for individuals and organisations. The findings will be included in the management tools.

Licensure and registration

Many occupations in Australia require individuals to be registered with or obtain a licence from a local authority in the state or territory in which they wish to practise their occupation. The occupations affected vary by state and territory. Agencies will need to ensure that spontaneous volunteers have the appropriate licence or have registered appropriately prior to engaging them.

A table showing the occupations in Australia that require a licence or registration in at least one state or territory is included in the management tools.

The Council of Australian Governments (COAG) has agreed that there is a need for a national system. Agreement has been reached on seven initial occupational areas to which the national licensing system will be applied, removing the need for multiple licences. The areas are:

- air conditioning and refrigeration mechanics
- building and related occupations
- electrical

⁷ <http://www.dhcs.act.gov.au/publications/wwvpc#report>.



- land transport
- maritime
- plumbing and gasfitting
- property agents.



On 30 April 2009, COAG signed an intergovernmental agreement to establish a national licensing system for specified occupations and also agreed to the release of a regulation impact statement to inform COAG's consideration of the optimal form and structure of a national licensing system. Victoria is the host jurisdiction for legislation, and draft of legislation is nearly complete.⁸

This reform is on track and the new national licensing system is to commence on 1 July 2012.

Recommendation: NEMC considers reviewing the issue of varying licence and registration requirements to determine if any interim solution is required.



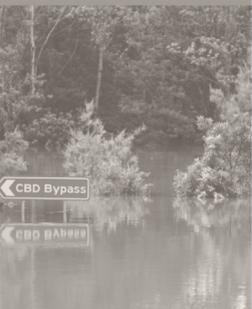
Developing an organisational sub-plan for spontaneous volunteers

Agencies that are considering including spontaneous volunteers in future responses to an emergency, may find it useful to develop an organisational sub-plan that is linked to their mission and fundamental principles, as well as being integrated with the organisational policies and procedures for general volunteer recruitment, training, deployment and over-all management, if applicable.

The sub-plan could include the following elements, many of which are similar to those in the state/territory sub-plan.

Pre-emergency planning

- Identifying potential capacity and/or skills gaps for emergency-related work and developing job descriptions for potential roles (including skills required and tasks to be undertaken). A generic spontaneous volunteer job description will be given in the management tools that are being developed as part of this project.
- Developing an organisational policy statement regarding the use of spontaneous volunteers in emergencies—for example:
 - How and when will spontaneous volunteers be used? Who will decide? Who will be consulted?
 - How does the organisation see the value and purpose of spontaneous volunteering to its activities?
- Developing a communication strategy that reflects this statement.
- Conducting a risk assessment and developing strategies for risk mitigation.
- Ensuring existing insurance covers spontaneous volunteers or obtaining the relevant insurance.
- Developing a toolkit of resources for the registration, screening, training and deployment of spontaneous volunteers, that has been branded and adapted to the specific requirements of the organisation and its activities and priorities in an emergency situation.
- Integrating consideration and decision-making processes on the use of spontaneous volunteers into the organisation's emergency activation plan, if applicable.
- Developing and adapting the organisation's training resources to include and address the issues relating to spontaneous volunteers in:
 - the training of spontaneous volunteer coordinators



⁸ COAG Progress Report Card, July 2008 – July 2009, <http://www.finance.gov.au/deregulation/coag.html>

- the training of emergency/disaster team leaders
- existing volunteer training packages, if applicable
- stand-alone modules designed for delivery to potential spontaneous volunteers.
- Developing an inventory of operational resources required for the activation of spontaneous volunteers and ensuring that these resources will be stocked and accessible when required.

During an emergency

- Activating decision-making processes regarding the use of spontaneous volunteers.
- Activating the communication strategy.

If using spontaneous volunteers:

- Activating the trained spontaneous volunteer coordinator.
- Activating potential spontaneous volunteer registration and screening if these tasks are not being undertaken by the state/territory coordinating agency or municipality.
- Activating resource infrastructure as appropriate (website, phone lines, face-to-face screening sessions, pre-deployment training).
- Integrating spontaneous volunteers into existing volunteer deployment plans, if applicable.⁹

After an emergency

- Standing down and thanking spontaneous volunteers and promoting ongoing volunteering opportunities.
- Reviewing the use of spontaneous volunteers.

Effectively declining offers of help

Giving a clear and consistent message to all potential spontaneous volunteers who offer their help will minimise any negative implications for the organisation's reputation. Having an organisation-wide communication strategy will ensure that potential spontaneous volunteers get the same message regardless of who they speak to. A sample message that could be adapted for use on the web and by any staff declining offers of help is included in the communication strategy in section 3 of this kit. Once adapted, this could be circulated to all staff prior to an emergency to ensure that everyone is clear on what they should say.

Spontaneous volunteer coordinator

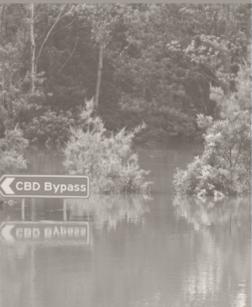
It is invaluable to have one person who has an overview of the spontaneous volunteer recruitment and training needs. This person could be responsible for:

- liaising with the emergency planning team within their organisation to ascertain skills/capacity needs
- communicating those needs to the coordinating agency
- accepting referrals and conducting initial screening
- conducting spontaneous volunteer induction training
- incorporating the spontaneous volunteer into the agency's normal rostering system
- conducting spontaneous volunteer performance management.

Whether the coordinator undertakes all of the tasks themselves, or manages a team that does, will depend on the size of the emergency and the agency's capacity needs.

A sample job description for a spontaneous volunteer coordinator is included in the management tools.

⁹ Australian Red Cross, 'Spontaneous volunteer management in disasters resource toolkit', 2008.



Volunteer insurance

Many volunteering organisations will already have insurance that will cover spontaneous volunteers. Organisations may need to fulfil certain criteria, such as training, risk assessment etc, and should inquire of their insurers as they develop their spontaneous volunteer plan.

Other groups, including emergent organisations, can overcome the lack of insurance by coming under the auspices of another organisation until they become more established and are able to get their own insurance. For instance, Blaze Aid, an emergent organisation following the Black Saturday bushfires, 2009, came under the auspices of the Victorian Farmers Federation for insurance purposes. Alternatively, insurance can be gained from organisations like Local Community Insurance, which was specifically created to manage the insurance needs of clubs and community groups within Australia.¹⁰

Some emergent organisations, though, will not provide insurance cover for volunteers. Volunteering Australia has developed an e-learning program called *Be an effective volunteer*. This online training enables individuals to prepare for their volunteer experience by learning what it means to be a volunteer, as well as supporting volunteers to further their understanding in areas such as occupational health and safety and effective communication techniques. Volunteers who complete this module will be able to purchase individual volunteer personal accident insurance coverage through a national insurance scheme for volunteers that has been developed by Volunteering Australia. It is anticipated this will be available in the second half of 2010.¹¹

The Volunteer Emergency Recovery Information System (VERIS) is a web-based application that is activated in the recovery phase of an emergency. Potential spontaneous volunteers may use it to register their offer of help. Individuals registered with VERIS are covered by a last resort insurance policy provided by SAICORP.¹²

Good samaritans who are first on the scene are, by their very nature, not covered by an organisation's insurance and would need to claim on their own insurance.

Agency staff training and simulations

Staff and volunteers who may be involved in registering and managing potential spontaneous volunteers during an emergency should receive training to ensure they are fully prepared. In addition, running an annual simulation to test the preparedness of both the people and systems will help identify any cracks and improve performance. The simulation could be internal for the coordinating agency alone, or include agencies within the jurisdiction. A sample simulation will be included in the training package being developed as part of this project.

Potential roles for spontaneous volunteers

One of the barriers to using spontaneous volunteers identified through the consultation process was that agencies were unclear about what kind of roles they could ask spontaneous volunteers to undertake. In many cases in the aftermath of the Victorian bushfires, spontaneous volunteers were given basic tasks that involved little or no training. This was mainly attributed to the overwhelming number of offers of help and the lack of pre-planning to identify skills gaps/capacity needs.

An approach taken by Australian Red Cross was to use spontaneous volunteers with particular expertise to backfill, freeing up staff and existing volunteers to work in affected areas. For example, they deployed a logistics expert from Oxfam as their logistics officer in the Red Cross Incident Management Team.

Generic potential roles that spontaneous volunteers could undertake in an emergency are explored in the management tools.

¹⁰ www.localcommunityinsurance.com.au.

¹¹ For further details, contact Amanda Everton, National Manager—Education, Policy and Research, on amanda.everton@volunteeringaustralia.org

¹² www.veris.sa.gov.au

Pre-registration

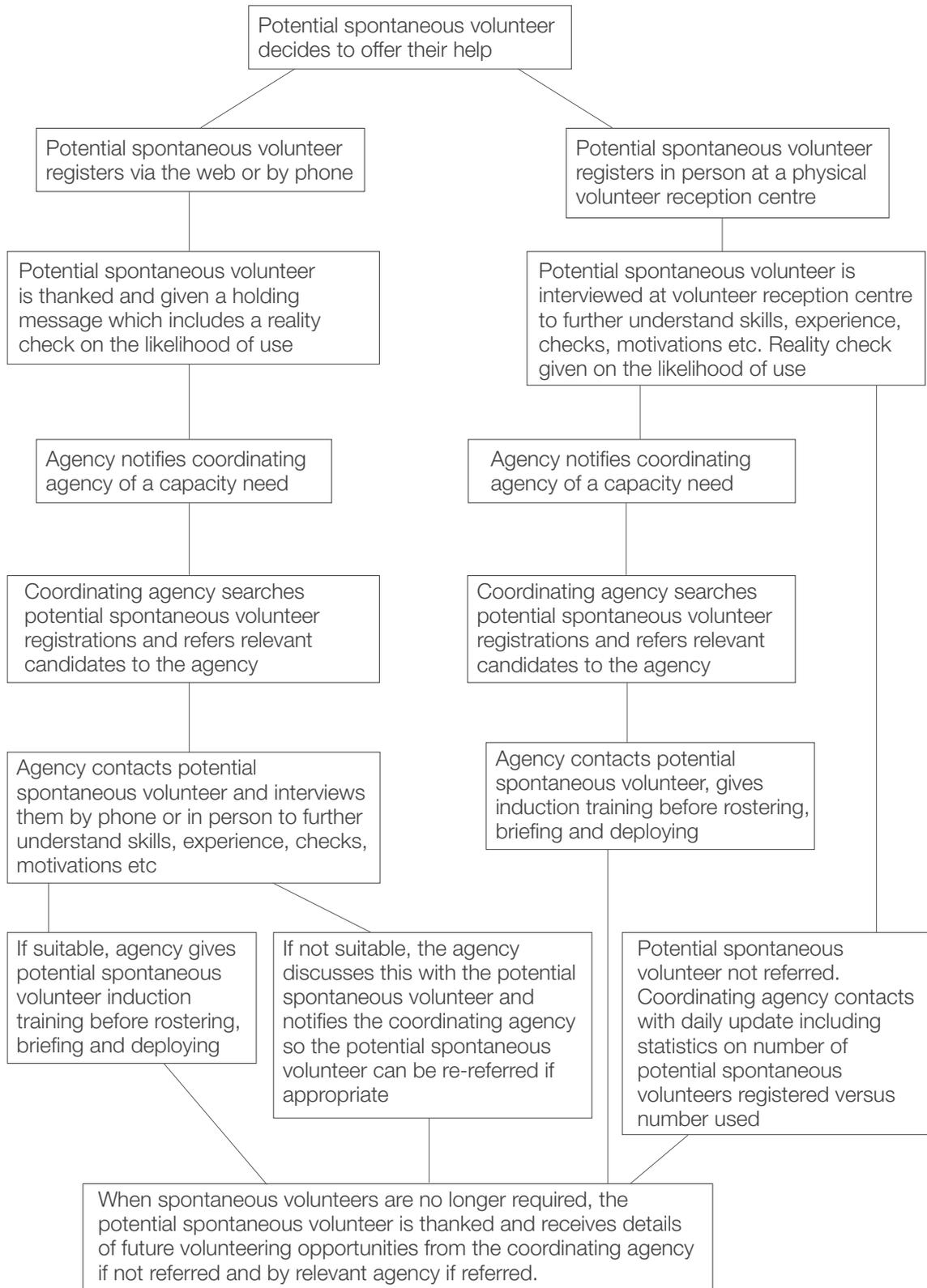
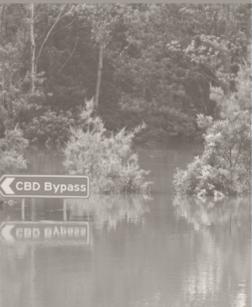
The coordinating agency could use a public awareness campaign to encourage people to pre-register their interest in volunteering in an emergency situation. This could entail a call to action at the end of existing campaigns, such as the current bushfire awareness ads. Generic communication messages are included in the communication strategy (section 3 of this kit). People who pre-register could be given information on the kind of skills and checks that may be required in an emergency. If interested, individuals could be referred to the agency of their choice for pre-training after screening, if appropriate.

Pre-registration could provide a database of available volunteer skills with information on whether individuals have current checks, licences and registration, if appropriate.

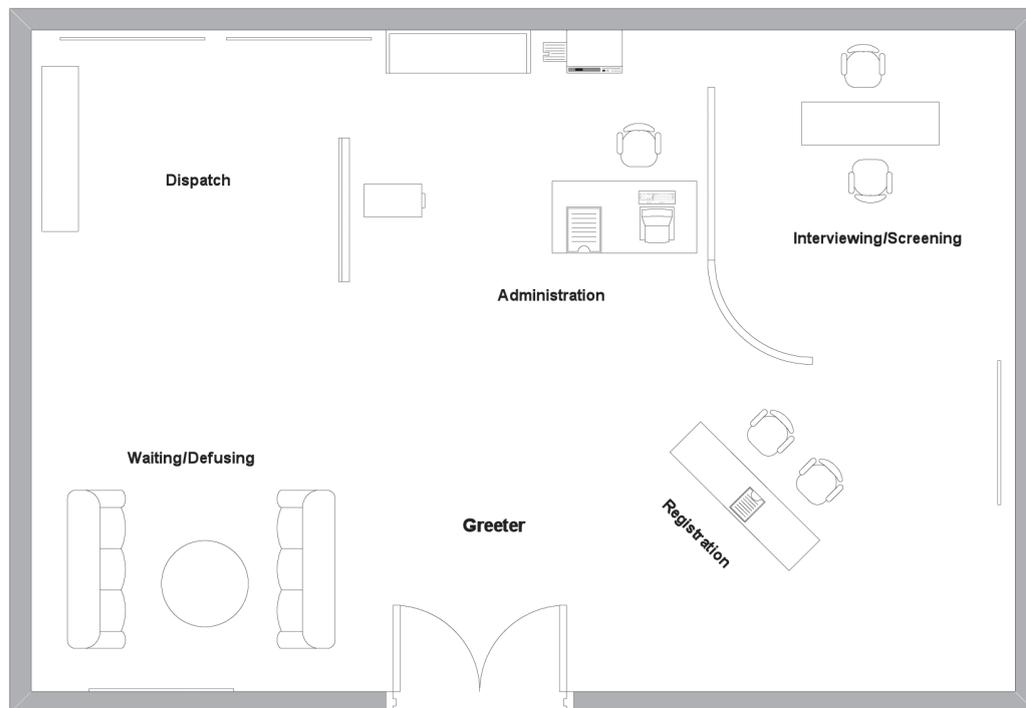
Volunteer reception centres

The method for volunteer registration could be agreed between the coordinating agency and the relevant authority or committee/s and may depend on the nature and location of the event. Experience has shown that what is important is that if spontaneous volunteers are required the public is aware of the chosen route. If people do not know how and where to register, they are more likely to go to the affected area.

Volunteer reception centres can be virtual, physical or a mixture of both. Regardless of the method, the registration process is likely to be similar and is demonstrated in the flowchart below.



There are a number of documents on the web showing how to set up a physical volunteer reception centre that coordinating agencies may find useful. The following layout is taken from 'Spontaneous unaffiliated volunteer management during emergencies', Baw Baw Shire, Victoria.



Thought may need to be given to the location of any physical volunteer reception centre. In the aftermath of the Victorian bushfires, volunteer registration was undertaken in some relief centres. Agencies working in these centres were then unclear as to whether individuals entering had been affected by the emergency or were there to offer their help.

'At times the number of potential volunteers registering far outweighed the number of affected people seeking help.'¹³

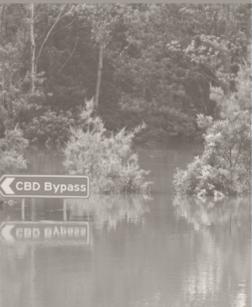
Registration

The challenge with registration, whether online, by phone or in person, is gaining enough information from potential spontaneous volunteers to effectively use their skills, if required, while not asking for so much information that this becomes a barrier.

During the jurisdictional consultations, participants were asked what information they would be interested in. The following is their wish list:

- name
- age
- gender
- ethnicity (to ensure cultural diversity within the affected community is reflected in volunteers deployed)
- location
- contact details
- emergency contact details
- availability, both immediate and long term (including date and times for immediate availability)
- travel capacity

¹³ Spokesperson, Nillumbik Shire Council.



- current occupation
- details of skills and previous expertise, particularly tasks performed recently
- details of previous emergency management experience
- languages spoken
- details of checks, licences etc
- details of any affiliations
- information on what they are prepared to do
- details of any limitations (e.g. health)
- volunteer requirements (e.g. accommodation, expenses)
- what resources, if any, could they provide (e.g. vehicles).

A sample volunteer registration form is included in the management tools being developed as part of this project.

Getting a clear understanding of people's skills and previous experience is critical. While many will not have previous emergency experience, some will.

'I have been a CFA volunteer for over 10 years.'

'Qualified current fire fighter – not utilised
Qualified radio operator – not utilised
Experienced emergency comms officer – not utilised.'¹⁴

Recommendation: Individuals have the opportunity to register online or ring a dedicated phone number in addition to registering in person, if appropriate. Scripts could be developed for staff answering the phone or registering individuals in person to ensure that consistent messages are given to the public. A sample message is included in the communication strategy (section 3 of this kit).

'There should have been an online registration process for people who are interested in volunteering spontaneously, where they can enter their details and check the website when they are available and check what sort of jobs they are skilled or prepared to do.'¹⁵

Some examples of online registrations systems are:

- Sahana is a free and open-source disaster management system. It is a web-based collaboration tool that claims to address the common coordinating problems during a disaster from finding missing people, managing aid, managing volunteers, tracking camps effectively between government groups, non-government organisations and affected people. <http://www.sahana.lk/>
- The Volunteer Emergency Recovery Information System (VERIS) is a web-based application that is used in the recovery phase of an emergency. Potential spontaneous volunteers can register online, by phone or in person at a designated centre. <http://www.veris.sa.gov.au/veris/>
- Emergencyvolunteering.com.au is a website under development by Volunteering Queensland. Individuals will be able to search and apply for volunteering opportunities following an emergency and outside times of emergency response.
- VIKTOR Online is a volunteer registration and matching database that allows volunteers to register either online or in person. It can be used to manage spontaneous volunteers in times of emergency and also allows potential spontaneous volunteers to register their interest in helping prior to an event. <http://www.volunteeringwa.org.au/>

¹⁴ A. Cottrell, 'A survey of spontaneous volunteers', 2010.

¹⁵ A. Cottrell, 'A survey of spontaneous volunteers', 2010.

Volunteer screening and referral

Referring the right potential spontaneous volunteer to the right agency saves time and potential frustration. This may involve interviewing the potential spontaneous volunteer to get a clear idea of their skills and motivations. The level of screening required may vary between agencies. If the coordinating agency is undertaking this role, it could agree with stakeholders on the level of screening undertaken to prevent duplication. During the Victorian bushfires, no screening was undertaken by the coordinating agency. In Queensland, Volunteering Queensland has agreed to undertake pre-screening. In 2009, it set up the Volunteer Recruitment Management – Multi Agency Model, for which it negotiated with individual agencies about the degree and type of screening required.

Compliance with the Privacy Act and the implications of the Act for potential volunteer referrals was expressed as a concern at some consultations. The draft sample volunteer registration form in the management tools includes a question for potential spontaneous volunteers asking if they are happy for their information to be referred to relevant agencies. This wording will comply with the Privacy Act.

Ongoing communication

Communicating regularly with potential spontaneous volunteers who have registered and have not been referred will lessen any potential negative implications to the jurisdiction, emergency sector and coordinating agency particularly if there has been a call for volunteers. Short daily updates by email or SMS, including numbers registered and numbers referred or used, could help to manage potential spontaneous volunteer expectations.

After the event, when spontaneous volunteers are no longer required, a short thank you could be sent to potential spontaneous volunteers and spontaneous volunteers promoting ongoing volunteer opportunities with response and recovery agencies.

*'I have since joined up to and become a Red Cross volunteer. Enjoy giving back to the community and hopefully making a difference.'*¹⁶

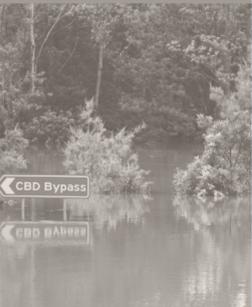
Pre-deployment/induction training

It is important that potential spontaneous volunteers have an understanding of the organisation's mission in the current emergency context as well as the role they will be undertaking. For some agencies this may be given in a briefing at the start of each shift, while for others it will involve potential spontaneous volunteers attending training. Some agencies will have an existing volunteer training package that can be rolled out, although it may need to be adapted to fit the needs of spontaneous volunteers. The training package could include:

- an overview of the organisation's mission and fundamental principles
- the organisation's mission in the current emergency
- the spontaneous volunteer's role including boundaries and limitations
- any organisational policies that spontaneous volunteers will be expected to adhere to
- a briefing on the current situation, giving the spontaneous volunteer an overview of what they might encounter as well as a factual overview
- a briefing on working with affected people
- the command and communication structures
- occupational health and safety, including self-care and available ongoing support.

The Department for Families and Communities in South Australia is developing a generic community services training package to help prepare relief and recovery volunteers for working in an emergency situation. The volunteer relief worker rapid induction program is funded by the Commonwealth Government National Emergency Volunteer Support Fund and is due to be completed by June 2010. The four-hour training package will give participants an understanding of emergency management and recovery, so they can undertake community services roles. Once completed the package will be supplied to recovery managers in each jurisdiction for implementation.

¹⁶ A. Cottrell, 'A survey of spontaneous volunteers', 2010.



Rostering

Agencies that are within existing emergency plans are likely to already have rostering protocols; others may not. It is important to plan in advance what acceptable rostering practices are. In the heat of the moment it is easy to work longer than is appropriate in an effort to help as much as possible. There is a duty of care to the spontaneous volunteer, the community in which they are working and the organisation that is deploying them. It is important to consider what an acceptable shift length is and how many shifts a volunteer can work before taking a break. Australian Red Cross guidelines, for example, state that staff and volunteers can be deployed for a maximum of five days before taking a two-day break. Each individual must have a minimum of 10 hours off between shifts.

'I, like many other volunteers, worked 7 days a week for 1 month with one day off.'

'I was concerned for a number of volunteers that were committing so many hours that their personal lives and health were affected. One had a heart attack because he was not fit for the work or the stress of being around people with extensive needs and with such loss.'¹⁷

Briefing

It is important that the spontaneous volunteer is briefed at the beginning of each shift. This ensures they have an understanding of:

- the current emergency situation
- their task for the shift
- the resources that will be required and where they collect them from
- any administration requirements
- communication and reporting lines and requirements
- occupational health and safety requirements and any safety issues.

It is also important that people have an opportunity to ask questions during or at the end of the briefing to ensure they have a clear understanding of everything that has been said.

A suggested format for a briefing is included in the management tools.

On-shift supervision

The level of supervision that is appropriate will depend on the task the spontaneous volunteer is being asked to complete and the level of previous experience they have. Regardless, it is important to buddy the spontaneous volunteer with someone who is more experienced, either with the task or the fundamental principles of the agency. This ensures that they have someone to go to if they have questions about the task, their role or working with affected people.

Some of the reasons that spontaneous volunteers may require additional supervision include:

- Spontaneous volunteers may have no previous volunteering experience.
- Spontaneous volunteers have a range of unique motivations which should be monitored in terms of risk management.
- Spontaneous volunteers are often registered and screened rapidly and little may be known about their skills and character. This could mean they are underutilised as much as overutilised.

¹⁷ A. Cottrell, 'A survey of spontaneous volunteers', 2010.

- Spontaneous volunteers are unlikely to have received in-depth training in the agency's fundamental principles. Higher levels of supervision will ensure that the agency's public image and core principles are upheld by all associated volunteers and staff.
- Spontaneous volunteers may be themselves affected by the emergency and, since spontaneous volunteers are sometimes motivated to volunteer as a coping mechanism, they may require extra, specific debriefing, depending on the emotional impact of the situation.¹⁸
- Spontaneous volunteers may step outside the boundaries of their role, particularly if they feel they would be more useful if they did something else or would prefer to do something else.
- Spontaneous volunteers may be reluctant to take breaks or finish their shift because they want to keep helping.

Debriefing

It is important to give spontaneous volunteers the opportunity to debrief at the end of each shift as well as at the end of their deployment. This allows them to reflect on what went well and what went badly and gives the agency valuable information. It is also an opportunity for the volunteers to discuss any situations they found challenging and request help or guidance. A suggested format for the end-of-shift debrief is given in the management tools that are being developed as part of this project.

When asked, 'What were the highlights of your volunteering experience?', one respondent replied,

'Having a couple of beers at the end of a shift during a debrief, usually with a tear or two but always with something to laugh about as well.'¹⁹

Performance management

As with any member of staff or volunteer, an agency has a duty of care to monitor a spontaneous volunteer's performance, both in terms of their ability to undertake the task and their emotional and physical wellbeing. The spontaneous volunteer's immediate supervisor is usually the best person to do this. However, because the supervisor may change daily, the agency needs a simple system of ensuring the spontaneous volunteer coordinator receives any relevant information at the end of each shift. A sample end-of-shift log is included in the management tools.

There may be instances where spontaneous volunteers are not performing in the role that they have been assigned. Asking the spontaneous volunteer how they think they are performing in the role is often all that is needed. Most people are aware of how they are performing. If there is a mismatch between the individual's skills and the role they have been assigned, reassignment is often the best solution. If this is not possible, it may be appropriate to stand the spontaneous volunteer down.

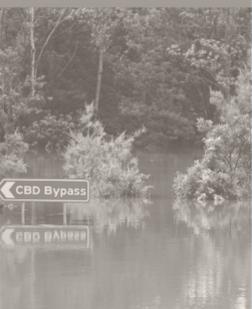
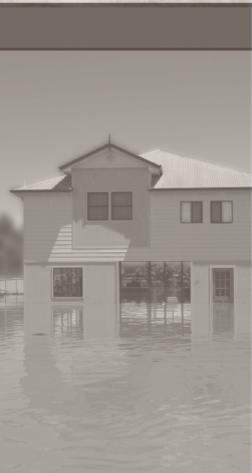
Volunteer stand down

Once the need for spontaneous volunteers has passed, it is important to stand down all those registered regardless of whether they have been deployed. This is an opportunity to thank them for their offers of help and the work they have done, if appropriate, and to promote future volunteering opportunities with the agency.

Ideally, the end-of-activation debrief would include all the staff, volunteers and spontaneous volunteers who have been deployed. However, it can be done with smaller groups or remotely (by email or telephone). The debrief is an opportunity to review how the agency performed, including what went well and what could be improved next time, and gives individuals a forum to talk about their experiences. A draft format for the end-of-activation debrief is included in the management tools. This will explore options for both face-to-face and remote debriefs.

¹⁸ Australian Red Cross, 'Spontaneous volunteer management in disasters resource toolkit', 2008.

¹⁹ A. Cottrell, 'A survey of spontaneous volunteers', 2010.



Ongoing support

Some spontaneous volunteers may be deeply affected by their volunteering experiences and require ongoing support. There is a range of professional and community support available that could be tailored to the needs of the organisation. It is recommended that organisations develop a plan for providing effective emotional support to their volunteers in advance of an emergency.

Recommendation: Organisations develop plans for providing effective ongoing emotional support for their volunteers.

Review

Following the final post-deployment debrief, agencies could review their spontaneous volunteer plans and make appropriate updates and improvements.

The framework in action

The Queensland State Community Recovery Committee, under the authority of the Department of Communities, is currently working closely with Volunteering Queensland to develop an implementation strategy for managing spontaneous volunteers in the state.

Volunteering Queensland is currently developing a website to support this strategy, emergencyvolunteering.com.au.

This will be the entry point for people interested in emergency volunteering in Queensland. Members of the public will be able to:

- learn about the roles agencies perform in emergencies
- search for and view volunteering opportunities both outside of times of emergency response as well as following an emergency
- apply for these volunteering opportunities online.

Volunteering Queensland will then undertake initial screening on behalf of agencies. If individuals meet the pre-agreed selection criteria, Volunteering Queensland will forward their details to the relevant agency for interviewing. If the individual does not fulfil the selection criteria, their details will be held for potential matching against future opportunities.

The website will:

- promote pre-registration and training
- provide agencies with an opportunity to promote volunteering vacancies year round
- provide an area for agencies to post media releases.

Annex A: AIIMS classification of emergency incidents

The following definitions are from *Australasian Inter-Service Incident Management System (AIIMS): A guide for Red Cross Emergency Service staff and volunteers*.

Incidents are normally categorised based upon their size and complexity.

Level 1: Small incident

Is a minor incident, usually involving one or a few local resources, and is commonly resolved within a few hours using initial resources. Issues are usually simple and few in number.

Level 2: Medium incident

Is an incident that may involve a number of local resources, and may take some hours or even one or two days to resolve. It may involve a number of issues but these are usually straightforward to resolve. The control, planning and logistics functions are managed from an emergency operations centre. This may involve limited use of units to support the respective functions.

Level 3: Large incident

This is a major incident involving many resources, usually from a number of agencies, and often over an extended period (days or weeks). They are managed using a full incident management structure where the control, planning, logistics and possible operations functions are managed.

Annex B: National Police Checking Service accredited agencies list

The agencies listed below are accredited, under a memorandum of understanding or contract with the CrimTrac Agency, to access the National Police Checking Service through the CrimTrac Agency. This list is current as at 1 April 2010.

A 'broker' providing a national criminal history checking service for and on behalf of a customer or a person may issue a 'document' on stationery that bears the 'broker's' letterhead indicating the outcome of a national criminal history check.

Commonwealth agencies

AusCheck

Australian Customs and Border Protection Service

Australian Postal Corporation

Australian Securities and Investments Commission (ASIC)

Australian Sports Commission

Australian Taxation Office

Centrelink

Civil Aviation Safety Authority

Commonwealth Superannuation Administration (ComSuper)

Department of Defence (Defence Force Recruiting—DFR)

Department of Finance and Deregulation

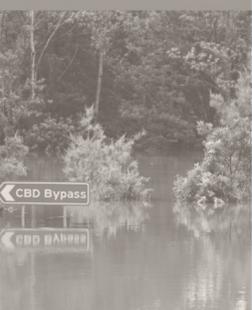
Department of Foreign Affairs and Trade (DFAT)

Department of Human Services

Department of Immigration and Citizenship

Department of Infrastructure, Transport, Regional Development and Local Government

Department of the Treasury



State/territory agencies

- ACT Department of Education and Training
- NSW Businesslink Pty Ltd
- NSW Commission for Children and Young People
- NSW Department of Education and Training
- NSW Health Administration Corporation
- NSW Transport and Infrastructure
- NSW Rural Fire Service
- NSW State Emergency Service
- VIC Business Licensing Authority
- VIC Department of Education and Training
- VIC Department of Human Services & VIC Department of Health
- VIC Department of Justice
- VIC Department of Justice—Working With Children Check Unit
- Victorian Institute of Teaching
- The Corporation of the City of Adelaide
- SA Department of Education and Children’s Services
- SA Department for Families and Communities
- Teachers Registration Board of South Australia
- Curtin University of Technology
- WA Department of the Attorney General
- WA Department for Child Protection & WA Department for Communities
- WA Department for Child Protection—Working With Children Screening Unit
- WA Department of Corrective Services
- WA Department of Education and Training
- WA Department of Health
- Western Australian College of Teaching

Non-government entities

- Corpsec Pty Limited (AFP) (Broker)
- AIM Screening Pty Limited (NSW) (Broker)
- Anglican Retirement Villages Diocese of Sydney (NSW)
- Bupa Care Services Pty Limited (NSW)
- Catholic Commission for Employment Relations (NSW)
- First Advantage Australia Pty Ltd & First Advantage Australasia Pty Ltd (NSW) (Broker)
- Illawarra Retirement Trust (NSW)
- Insurance Australia Group Ltd (NSW)
- People Check Pty Ltd (NSW) (Broker)
- Qantas Airways Limited (NSW)
- QPL Limited (NSW) (Broker)
- The Sir Moses Montefiore Jewish Home (NSW)

Southern Cross Community Healthcare Services (NSW)

The Salvation Army (Australia Eastern Territory) (NSW)

The Uniting Church in Australia Property Trust (N.S.W.)
(T/a Wesley Mission)

TNT Australia Pty Ltd (NSW)

Verify CV Pty Limited (NSW) (Broker)

Workforce Quality Control Pty Ltd (NSW) (Broker)

Australian Red Cross Society (Vic)

Calvary Home Care Services Limited (T/a Calvary Silver Circle) (Vic)

Employrite Pty Ltd (Vic) (Broker)

Linfox Group Asia Pacific (Vic)

Mercury Search and Selection Pty Ltd (Vic) (T/a fit2work.com.au) (Broker)

Monash Volunteer Resource Centre Inc (Vic)

Origin Healthcare Holdings Pty Ltd (Vic)

Precise Background Services Pty Ltd (Vic) (Broker)

Pro Active Strategies Pty Ltd (Vic) (Broker)

Programmed Maintenance Services Limited (Vic)

Risk Group Services Pty Ltd (Vic) (Broker)

The Personnel Risk Management Group Pty Ltd (Vic) (Broker)

The Uniting Church in Australia Property Trust (Vic)

The YMCA of Victoria Inc (Vic)

GlobalX Information Services Pty Ltd (Qld) (Broker)

Oxley Group Pty Ltd (Qld)

Ruswin Vetting Services Pty Ltd (Qld) (Broker)

Skill Centred Queensland Inc.

Tricare Limited (Qld)

Uniting Church in Australia Property Trust (Q.) (T/a Blue Care) (Qld)

Anglicare SA Inc (SA)

Catholic Church Endowment Society Inc, Archdiocese of Adelaide (SA)

Community Support Inc & SA In Home Care Inc (SA)

Health Outcomes International Pty Ltd (SA) (Broker)

Lutheran Homes Incorporated (SA)

Nursing Agency Australia Pty Ltd & ASEPS Pty Limited & Alabricare (S.A.) Pty Ltd
(T/a Nursing Agency Australia)

South Australian Fire & Emergency Services Commission (SA)

The Uniting Church in Australia Property Trust (S.A.)

Amana Living Incorporated (WA)

