

# **PARKS VICTORIA & VICTORIAN ENVIRONMENTAL FRIENDS NETWORK (VEFN)**

## ***VOLUNTEERING MANUAL***

‘What Was Said’ Report

June - July 2022

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# INTRODUCTION

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This document has been prepared by MosaicLab as a record of what was said in the two workshops and sense making session that formed the Parks Victoria (PV) and Victorian Environmental Friends Network (VEFN) joint project.

The purpose of the engagement project was to bring together representatives from Parks Victoria and environmental volunteer groups to share concerns, identify issues and develop solutions to the application and implementation of the Parks Victoria Volunteer Manual for these groups. It also sought to continue building and maintaining relationships within the sector.

## WORKSHOP PURPOSE

The workshops had the same objectives which were to:

### RATIONAL OBJECTIVES

- ◆ **Share concerns and build understanding**
  - Including understanding legal compliance and regulation (if needed) and the application of organisational standards
  - Shared understanding of the Parks Victoria distinction between visitors and volunteers and the associated requirements for each
- ◆ **Identify issues**
  - Including building understanding of resourcing implications for all parties
- ◆ **Create solutions**
  - Use examples of what's working and what's not working and why to guide solutions
  - Considering fit for purpose procedures
  - Consider clarity, simplicity, resourcing, ease of use, and benefits of solutions
  - Including timeline of next steps and when resolution and implementation will happen

### EXPERIENTIAL OBJECTIVES

- ◆ **Listened to**
  - All participants (Parks staff and volunteers) have the opportunity to share their experiences and feel heard and respected
- ◆ **Broad and respectful participation**
  - Seek representation from different environmental volunteer groups and volunteers
  - Be mindful of and show respect for different experiences
  - Acknowledgement of the different skills and knowledge of different environmental volunteer groups and Parks staff
  - Building regional points of contact and regional relationships between Parks Victoria and environmental volunteer groups
- ◆ **Transparent**
  - Materials, including concerns and solutions, are documented, and shared
  - Participants given the opportunity to provide feedback on the workshop experience
  - Feedback is provided on how the outputs of the workshops have influenced the manual and the approach to environmental volunteer groups moving forward

### The sense making session sought to:

- ◆ Bring together solutions and develop timeline to move forward
- ◆ Decide how to communicate with others

# WORKSHOP ATTENDEES

## WORKSHOP 1 | 26 JUNE | MELBOURNE (IN PERSON)

<b>Anne Frost</b>	Friends of Merri Creek
<b>Bernice Dowling</b>	Parks Victoria Community Partnerships and Volunteer Coordinator
<b>Bonnie Gelman</b>	Grassy Plains Network
<b>Brook Reynolds</b>	Parks Victoria Volunteer Officer
<b>Carol Challis</b>	VEFN
<b>Cassandra Nolan</b>	Parks Victoria Ranger Team Leader
<b>Clive Edington</b>	Friends of Yarra Valley Parks
<b>Deb Henry</b>	Friends of the Prom
<b>James Brincat</b>	Parks Victoria Area Chief Ranger
<b>Laura Mumaw</b>	VEFN
<b>Leesa Riley</b>	Parks Victoria State-wide Volunteering Manager
<b>Margaret Hunter</b>	Friends of Braeside Park
<b>Nick Olliff</b>	Various
<b>Paul Strickland</b>	VEFN
<b>Robert Irvine</b>	Friends of Organ Pipes
<b>Tony Varcoe</b>	Parks Victoria Director Community Programs
<b>Vanessa Wiggengrad</b>	Education Officer
<b>Ruth Woodrow</b>	Parks Victoria Ranger
<b>Chittaphon Chimwaree</b>	Parks Victoria Ranger Organ Pipes Park

## WORKSHOP 2 | 27 JUNE | ONLINE

<b>Alan Clayton</b>	Friends of the Helmeted Honeyeater Inc
<b>Ashleigh Golledge</b>	Parks Victoria, Ranger
<b>Bronwyn Spark</b>	Friends of Pt. Addis and Ironbark Basin
<b>Carol Challis</b>	VEFN
<b>David Akers</b>	Friends of Tarra-Bulga National Park
<b>David Cheal</b>	Campaspe Valley Landcare Group
<b>Drue Shultz</b>	Parks Victoria, Volunteer Officer
<b>Fiona O'Loughlin</b>	Parks Victoria, Manager Community Engagement
<b>Graham Possingham</b>	Geelong Field Naturalists

...continued overleaf

<b>Helen Dixon</b>	Parks Victoria, District Manager
<b>Helen van den Berg</b>	Friends of Steele Creek
<b>Jane Hollands</b>	Friends of Sassafras Creek
<b>Julia Street</b>	Parks Victoria, District Manager
<b>Kate Forster</b>	Meander
<b>Kathy Whelan</b>	Friends of Agnes Falls
<b>Kelly Mott</b>	Parks Victoria, Community Engagement Ranger
<b>Kristine Elberts</b>	Parks Victoria, Ranger
<b>Laura Mumaw</b>	VEFN
<b>Lee Mead</b>	Tarrangower Cactus Control Group
<b>Leesa Riley</b>	Parks Victoria State-wide Volunteering Manager
<b>Maelor Himbury</b>	Friends of Maribyrnong Valley
<b>Mark Aarons</b>	Friends of Flinders Coastline
<b>Maxwell Campbell</b>	Field Naturalists Club of Victoria
<b>Merrin Butler</b>	Friends of Mt Worth
<b>Neville Bartlett</b>	Friends of Chiltern-Mt Pilot National Park
<b>Sue Bendel</b>	Friends of Leadbeater's Possum
<b>Tony Forster</b>	Friends of Lysterfield Park
<b>Tony Varcoe</b>	Parks Victoria Director Community Programs
<b>Yani Cornthwaite</b>	Parks Victoria, Ranger

There were two groups and individuals that were unable to attend due to different circumstances their name and group is noted below. These groups shared inputs to the workshops ahead of the sessions and the inputs have been included in the report that follows.

<b>Rob Scholes</b>	Friends of Kooyoora
<b>Diedre Murphy</b>	Friends of the Brisbane Ranges

## SENSEMAKING SESSION | 6 JULY | ONLINE

<b>Laura Mumaw</b>	VEFN
<b>Tony Varcoe</b>	Parks Victoria Director Community Programs
<b>Leesa Riley</b>	Parks Victoria State-wide Volunteering Manager
<b>Paul Strickland</b>	VEFN

Claire Connell and Melinda Jacobsen were the MosaicLab facilitators at all sessions.

# WORKSHOP OVERVIEW

## WORKSHOP 1 AGENDA



12:30 pm	Lunch on arrival
1:00 pm	Welcome, acknowledgement and agenda Check in process
1:25 pm	Working agreements
1:45 pm	Clearing process
3:00 pm	Afternoon tea break
3:20 pm	Sorting and voting
3:50 pm	Areas of clarification and understanding
4:20 pm	Working on solutions
4:40 pm	Solutions feedback and workshop feedback
4:50 pm	Next steps and check out
5:00 pm	Close

## WORKSHOP 2 AGENDA

6:00 pm	Welcome and check in
6:20 pm	Working agreements
6:30 pm	Clearing process
8:00 pm	Stretch break
8:10 pm	Prioritising the issues
8:20 pm	Areas of clarification and understanding
8:55 pm	Close

## SENSEMAKING SESSION AGENDA

10:00 am	Settling in
10:15 am	What you've heard? Issues and challenges
10:50 am	What do you see? Solutions
11:30 am	Stretch break
11:35 am	MosaicLab observations
11:40 am	Discussion on next steps
12:00 pm	Close

# WHAT WAS SAID

## WORKSHOP 1

### WORKING AGREEMENTS

The participants were asked to provide suggestions of principles and behaviours that they could collectively agree to uphold as they worked together.

Individual participants suggested and the group agreed to the following principles and behaviours:

<b>BIG PICTURE</b>	We don't want to lose sight of why we are here, supporting volunteers to care for, look after and connect to Victoria's national parks.
<b>CLARIFYING QUESTIONS</b>	We'll provide opportunities to ask clarifying questions when things are unclear.
<b>HEAR ALL VOICES</b>	We can support each other to ensure all voices are heard. Everyone gets a turn before someone gets a second turn. In small groups we can welcome in the quieter voices.
<b>RECOGNISE PEOPLE'S EXPERIENCE</b>	People can express their experiences without fear. We can acknowledge people's feelings.
<b>RESPECTFUL LISTENING</b>	We will not interrupt, we will listen when people are speaking.
<b>TECHNOLOGY</b>	We'll have our phones on silent and leave the room if we need to address something urgent. We'll minimise distractions.



## CLEARING

Participants were given two cards that asked them for one thing they wanted heard in the group and asked to write two things on the two cards (one on each card). Participants then shared one of their things verbally in the whole group and the cards were placed on the ground as they were shared. After everyone shared one thing some participants shared their second either verbally or by adding their card to the pile. Below is a capture of what the participants wrote on the cards.

A more accessible manual for volunteers. How to's & what's expected of groups & volunteers.

How does VEFN support groups who need help with the volunteer manual requirements?

How do process requirements strengthen PV & Friends groups relationships with and involvement of local community in environmental volunteering

How these issues affect every one's experience and solutions

Clarify the impact of manual process requirements on diverse friends' groups and follow-on consequences

If friend groups need permit to work on PV land, who will pay for the permit for activities or project?

I would appreciate a definition on when someone is a volunteer in a PV site

Improve Park Connect

Issues with park connect registrations for qualified teachers with VIT card and no WWCC. System does not accommodate registration with VIT and no WWSS without PV assistance

More supporting documents. Regardless of the policy decisions, I would like to see many more documents and videos added to park connect's "supporting documents". When a volunteer asks e.g. How do I upload my WWCC? I would like to give them a link to a specific document. Not emails (unstructured and easily lost) but webpages (indexed and permanent).

I observe a lack of trust between management and rangers/ volunteers. E.g., Not allowed to contact traditional owners (bureaucratic permits).

There is a disconnect between volunteers and the appreciation that PV had for them. Maybe a lack of

communications around PV's why for certain requirements.

I observe a disconnect between management claims of support and practical actions and outcomes in parks.

To make it easy and fun to volunteer in nature. More volunteers = better nature outcomes.

The only specific time frame in the original manual was for the WWCCs. Other procedures are subject to working through practical implementation including phasing in with volunteer groups and local context.

Discussion around WWCC requirements. Who is responsible for checking that all volunteers have checks? How to manage walk ins?

My group is concerned that for the minority of occasions when our volunteers work on Parks Vic land, they will have to be registered on Park Connect. We have 'walk in' volunteers and volunteers who have privacy concerns about registering

What going on if Friend group (person) Don't have WWCC check? Can they work on the ground?

No explanation of how this manual and paperwork will improve outcomes. What past problems this will solve.

I hear people voicing concerns about the onerous admin. Time associated with volunteers having to apply for working with children checks - risk analysis.

My group is concerned that WWCC check are required for volunteers involved in activities where there are no children, or where there are Children with parents. Unaccompanied children are not involved in our activities.

A lot of what we achieve in our parks is because of volunteers and we are

here to support volunteers wherever we can. I am proud to work for PV and understand that we must adhere to legal obligations and trust those obligations. These are in place to provide a safe environment for all.

Process of full circle of new concerns registered from volunteer, with a central list of outstanding concerns. After concern has been handled by PV feedback to volunteer of the fate of the concern.

I feel that PV is putting up barriers against people engaging with nature.

Seems to be more emphasis on paperwork/rule than real results. More PV staff working on paper admin than actual environmental.

What do we want to achieve? Establish myth versus truth and assumption versus reality.

Volunteers turned away with WWCC not on them. No longer interested in volunteering. (Bird surveys)

I enjoy working with park walks volunteers at the You Yangs & Great Ocean Grove National Park.

That I and we do value volunteers. I acknowledge that it is hard and there is a lot of change, but it doesn't detract from how I feel about volunteers and what they achieve.

I feel PV doesn't want volunteers if they can get by without.

We (PV) don't wake up each morning planning to create more administrative burden for volunteers. We are putting procedures in place for improving safety and reducing risks to both volunteers and PV. But we do recognise that volunteers can feel overwhelmed by changes.

I value the work the volunteers put into the park walks programs (delivering interpretive walks for visitors)

Working together





## SORTING & VOTING

From the comments made during the clearing process, the facilitators offered two categories of issues. One category included areas where clarification and understanding could be built, and the other areas of challenge needing solutions or in some cases where ideas were already being offered. The facilitators presented these groupings and participants were asked to vote on where they would like to spend the remaining time in the session. The below shows the categories, with some light grouping done in the session, and the votes captured during the session.

### CLARIFICATIONS

#### Working with Children Check (WWCC) How? Management of WWCC

- ◆ Discussion around WWCC requirements. Who is responsible for checking that all volunteers have checks? How to manage walk ins? **(1 vote)**
- ◆ My group is concerned that for the minority of occasions when our volunteers work on Parks Vic land, they will have to be registered on Park Connect. We have 'walk in' volunteers and volunteers who have privacy concerns about registering **(2 votes)**
- ◆ What going on if Friend group (person) Don't have WWC check? Can they work on the ground? **(8 votes)**

#### WWCC Why? (2 votes)

- ◆ No explanation of how this manual and paperwork will improve outcomes. What past problems this will solve.
- ◆ I hear people voicing concerns about the onerous admin. Time associated with volunteers having to apply for working with children checks – risk analysis. **(1 vote)**
- ◆ My group is concerned that WWC check are required for volunteers involved in activities where there are no children, or where there are Children with parents. Unaccompanied children are not involved in our activities.

#### Definition of volunteers – permits and permitted

- ◆ If friend groups need permit to work on PV land, who will pay for the permit for activities or project?
- ◆ I would appreciate a definition on when someone is a volunteer in a PV site



## CHALLENGES OR AREAS OF SOLUTIONS

- ◆ A more accessible manual for volunteers. How to's & what's expected of groups & volunteers. **(6 votes)**
- ◆ To make it easy and fun to volunteer in nature. More volunteers = better nature outcomes. **(1 vote)**
- ◆ The only specific time frame in the original manual was for the WWCCs. Other procedures are subject to working through practical implementation including phasing in with volunteer groups and local context.

### VEFN support

- ◆ How does VEFN support groups who need help with the volunteer manual requirements? **(3 votes)**

### Communications and process moving forward (9 votes)

- ◆ How do process requirements strengthen PV & Friends groups 'relationships with and involvement of local community in environmental volunteering
- ◆ Process of full circle of new concerns registered from volunteer, with a central list of outstanding concerns. After concern has been handled by PV feedback to volunteer of the fate of the concern.

### Capture of impact

- ◆ How these issues affect every one's experience and solutions
- ◆ Clarify the impact of manual process requirements on diverse friends groups and follow-on consequences **(3 votes)**

### Park Connect

- ◆ Improve Park connect **(4 votes)**
- ◆ Issues with park connect registrations for qualified teachers with VIT card and no WWCC. System does not accommodate registrations with VIT and no WWSS without PV assistance **(1 vote)**
- ◆ More supporting documents. Regardless of the policy decisions, I would like to see many more documents and videos added to park connect's "supporting documents". When a volunteer asks e.g. How do I upload my WWCC? I would like to give them a link to a specific document. Not emails (unstructured and easily lost) but webpages (indexed and permanent).

### Disconnect

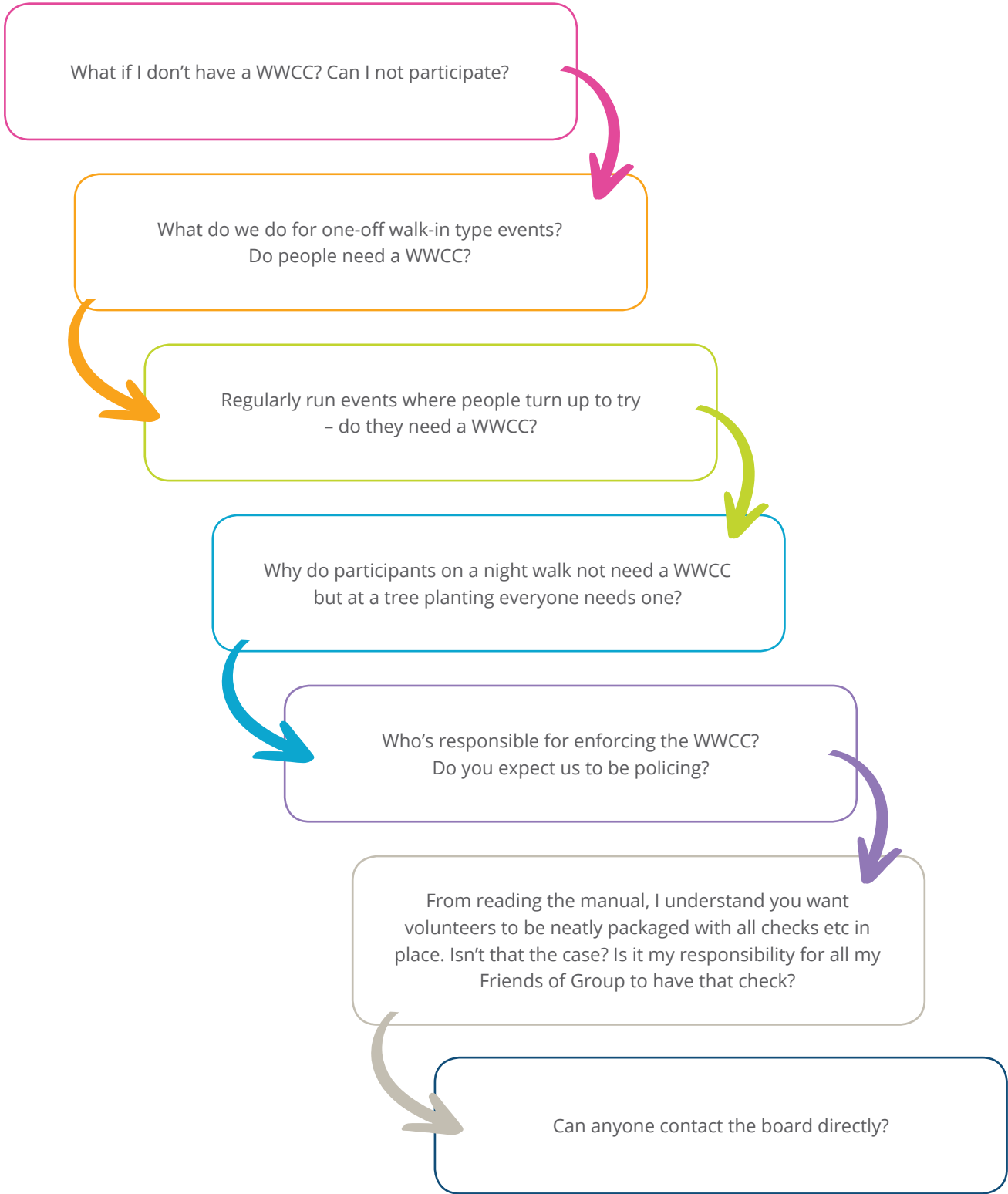
- ◆ I observe a lack of trust between management and rangers/volunteers. E.g., Not allowed to contact traditional owners (bureaucratic permits).
- ◆ There is a disconnect between volunteers and the appreciation that PV had for them. Maybe a lack of communications around PV's why for certain requirements.
- ◆ I observe a disconnect between management claims of support and practical actions and outcomes in parks. **(3 votes)**



## AREAS OF CLARIFICATION AND UNDERSTANDING

To address the areas of clarification voted on, a 'fishbowl' conversation was held between Melinda (facilitator) and Tony Varcoe (PV representative). Melinda posed some questions raised during the earlier clearing step and participants were offered the opportunity to join the conversation and ask further clarifying questions.

The questions asked included:



## WORKING ON SOLUTIONS

Participants then worked in small groups to develop solutions to the areas voted on in the challenges or areas of solutions category. Participants were asked to go where they thought they could add value, dispersing Parks Victoria representatives and different Friends groups representatives across the areas. They were given a template that asked for a short heading, a description of the idea/s and any rationale. Below is a capture of what was recorded in each of the small groups.

As groups finished, the templates were placed on the wall and participants were asked to provide feedback and additions to the ideas. These have been captured below as feedback.

### HOW CAN VEFN PROVIDE SUPPORT WITH VOLUNTEER MANUAL REQUIREMENTS?

- ◊ Parks Vic – value volunteers
- ◊ Face to face advice
- ◊ Collect the stories
- ◊ Compiles issues
- ◊ Value and importance
- ◊ Input into friendsNet newsletter (committee input)
- ◊ Mutual benefit
- ◊ Perceptions of PV relationship
- ◊ Conference/camps build opportunities
- ◊ Recognition/reward volunteering
- ◊ Continue to support best friend award

#### **Feedback:**

- > Engage with Parks Vic to resolve some Friends groups suggestions and issues
- > Parks Vic to encourage Friends grounds to approach VEFN re connections in future
- > Local teams regularly meeting with their volunteer groups (planning and trust)
- > Resource (i.e., Fund) VEFN
- > Connect friends groups to mentor each other in identifying and resolving issues

### IMPROVE PARK CONNECT

- ◊ VIT Card – add a menu item in “qualifications” but what can we do about when VIT lapses?
- ◊ Bulk input of volunteer details – a spreadsheet available to rangers
- ◊ Privacy protection – parks systems have passed independent checks
- ◊ Saved search criteria (subscribe) and get told of new activity
- ◊ More “supportive documents”
- ◊ Send suggestions to email (volunteer@parks.vic.gov.au)

#### **Feedback:**

- > Shorten and announce expected time frame for registration to take
- > Set up a user group (with authority)
- > Training for vols how to use park connect
- > More intuitive interface design
- > Sort user interface
- > Sort bugs

## ACCESSIBILITY OF MANUAL

- ◆ Manual is too dense and complex
- ◆ Step to step guide
- ◆ Ranger run induction on the manual
- ◆ Toolkit for new volunteers including a checklist
- ◆ Simplify manual

### Feedback:

- > *Volunteer handbook for volunteers – one handbook for each group*
- > *One size fits all for volunteer manual makes manual trickier for users from smaller friends groups*
- > *Have the big manual supported by many small webpages explaining things from each point of view e.g., new member, leader*
- > *Easy to read, checklists, hyperlinks, summaries*

## COMMUNICATION AND PROCESS

- ◆ The manual should have the ability to provide context when there is a volunteer requirement.
- ◆ One of the manual's goals should be explicitly to strengthen the relationships between parks and friends groups with their local community and to support them to volunteer
- ◆ Process of full circle of: new concerns registered from volunteer, with a central list of outstanding concerns. After concern has been handled by PV, communicate change and provide feedback to volunteer of the fate of the concern.

### Feedback:

- > *Fix the link to volunteer's terms and conditions*
- > *Keep explaining why*
- > *And all requirements should be tested against the above goal*
- > *Is the section which outlines why Parks Vic loves volunteers in big bold type and on fluorescent paper?*
- > *How "explicitly"? Does that mean a set number of hours rangers should work with volunteers on this?*

## REFLECTIONS ON THE PROCESS

Participants were asked to capture some feedback on the workshop process answering the following two questions.

**WHAT WORKED WELL AND SHOULD BE REPEATED OR CARRIED FORWARD?**

- ◆ Fishbowl (+2)
- ◆ Working on topics in small groups
- ◆ Open and honest
- ◆ Have experts able to manage emotions positively

**WHAT COULD HAVE WORKED BETTER AND WHAT WOULD YOU TRY NEXT TIME?**

- ◆ Have a PV board member present.
- ◆ More clarity on ideas sheets – perhaps prepopulate with what ideas are meant to achieve? More sheets or more idea space per sheet
- ◆ More conversation flow. Time for open conversation from floor.

## CLOSING REFLECTIONS

To conclude, participants were asked to share one word for how they were feeling leaving the session. Not all words were captured but some included:



## WORKSHOP 2

### WORKING AGREEMENTS

Participants were asked to read the working agreements offered in the prior workshop, ask any clarifying questions and offer any additions, if needed. Participants offered and then agreed to one additional agreement:

<b>PARKING LOT</b>	Way of noting down things that need to be answered later, and commitment to follow up on questions.
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### CLEARING

Participants were asked to consider one thing they would like to have heard by the group and then given time to share verbally while everyone listened. As participants shared, Melinda (facilitator) captured what was shared. Please note, what was captured and is included below is not verbatim what people shared, but an intention to capture the essence/intention of the comments.

Hearing concerns from VEFN position. Need for more communication and practical ways to look at this

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Concern PV process will make engaging volunteers too difficult and challenging. Sadness at loss of consideration of awareness and care of group's work. Can't trust PV to care within their requirements. PV breaching what required to help. Wishing to come back to strong partnership

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Acknowledge a lot of change - PV appreciates feedback to date. Excited by solutions & ideas in yesterday workshop and look forward to progressing. For this group - hear their solutions

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Friends group voices and experience be used to develop practical ways to support Enviro volunteering to help and protect nature

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Without volunteers parks and natural parks wouldn't be as they are. Keen to support the older community especially, thru administration etc to continue their great work

FNCV working closely with Govt for 142yr with partnerships - generally smooth. Regarded as users as sustainability; recreation; volunteers; citizens science groups. Challenge working across different types of land (not just Parks land). Complex admin system that has resistance. Volunteer work is unpaid. Systems need to be properly supported to ensure process/admin is efficient. Difficult & complicated with multiple agencies & systems involved in their work (e.g., not just Park Connect but also other Dept requirements)

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TLVR - Too long, didn't read. Manual. Supports PV need to keep parks safe. Support safety culture. More site surveys are waste of effort and actually don't make them safer. WWC is too much. Appreciate work of local PV rangers

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Limited understanding (new to role) Keen to understand situation and listen and collaborate

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Huge manual developed. Off putting as a volunteer. Local PV staff could have engaged our group in local workshop to work thru items in

manual. Main concern - going for 10yrs, with a lot of support from local rangers that has diminished over time. Not sufficient liaison between local ranger and our volunteers. Slow responses, recognition of emails etc. More could be achieved in a local area with local meetings. Concerns with WWC - older members who attend thinking why they need it with only weeding or picking up litter

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Park Connect - Please provide the training needed for volunteers to use, including Tips and tricks – especially around making the experience easy and enjoyable for volunteers. Are Regional PV staff using Park Connect and would they be in a position to help volunteers? Groups need more than one coordinator to access Park Connect. If this was possible then the administrative tasks that could be shared around

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Improvements in way volunteer manual is implemented and how Park Connect works. Issues with flexibility with Park Connect system, making it harder to run/plan activities. Ranger in charge slow to act, respond, approve etc. Lacks

...continued overleaf



flexibility to accommodate weather changes (e.g.); Older volunteers and WWC process when they rarely interact with children

From parks (staff), appreciation for volunteers and patience from them with replies. Sometimes requires others to approve. Acknowledge the work they do.

Manual speaks to cultural heritage assessment (CHA) - not being processed fast enough. AND limits on things we can do re: planting (e.g., can't use picks to dig holes) Requirements seem strange and pointless sometimes and fussy on what can be done - not practical and simple

As group leader - frustration in engaging contractors after receiving grants. 4months to get approval for grant which meant lost that time to get working, requiring extensions. Smaller grant - advice in manual was incorrect and needed to contact help desk. Told Manual updated. Too many things in Manual that are WIP and changing. A lot of red tape that slows processes when trying to get things delivered on time. AND no communication advising changes to manual were coming/made

Manual info overwhelming. More communication at local level with rangers and other friends groups re: practical application of manual. Concerns it will involve more work and duplication. Park Connect - 7 members registered; others won't join due to low technical skill etc. To be registered on PC will be an unnecessary burden of time to support others to register

Huge no. of volunteers required to monitor hooded plovers over 4-5week period + monitoring pre/post in isolated area. Rostering large numbers required as beach allows dog on lead -> conflict incl abusive public to volunteers. Plus keeping volunteers safe requiring 2 at each end. To get all these people on Park Connect and WWCC (unnecessary) will be an enormous & difficult & time-consuming task. Not workable

and can't seem to balance all requirements.

Concern we'll lose volunteers which the park desperately needs. Increased regulations (WWC) and requirements (PC) will put volunteers off. Too complicated, Manual overwhelming. Park Connect not easy to use. Hope this process brings more flexibility; local workshops with local PV staff to reconnect and work thru issues

Stronger communication based on 1. managing expectations (PV of friends groups); 2. understanding each other's value - reciprocal. PV staff love job as much as volunteers do and it is frustrating when they can't give volunteers what they need. trying to help

Identify with concerns raised. Works outside of Parks areas involving school groups. IN past, group engaged local naval base within parks area and will continue to re-engage. Long standing members can't be bothered with admin requirements (major hurdle).

Without volunteers, parks in central Gippsland couldn't be managed. Admin burden - friends leaders will have to pick up support to connect members. PV rangers will also be picking up that admin burden and how they will enforce all this

Amazing relationship with local ranger (Simon Dent) - it's productive. Concern - losing our 'workforce' (over 200) with requirement for WWCC. Despite 40yr of risk expertise w legal background. Group has engineered out children being involved - take their safety as critically important. 6 PT staff happy to have WWC, but to require 90yo in nursery, other volunteers with no connection with children+ role we have in attracting volunteers will be destroyed. Convincing rationale to be given re: child safety as result of WWC

Keen to hear where everyone's at.

Worked on WWCC (PV) - very impressed with uptake to date.

Appreciate those who have reached out. There is support and help for groups to register. Understand technology challenges etc == processes in place to help and support

Manual is 'fundamentally wrong'. Lacks trust and respect of volunteers - e.g., WWCC; emails with more compliance makes it hard to keep volunteers involved. Looking for more guidance from rangers at local level

Respect for those who have developed the Manual in this conversation are on the call. Not perfect and can make improvements. Understand many volunteers are feeling overwhelmed by additional registration/admin. Hope we can jointly respond to the significant legislative and Govt directives - Manual trying to iterate these changes. It's brought together many other existing processes. We will work with everyone to adopt the changes.

Can see how all of this can work easily with one group involved in. Everything is easy to do and recently invitation to group to have support with WWCC. Volunteer Activity Plan has been a challenging (& inflexible) requirement with covid + adverse weather events + saplings for planting ready etc

300 members, tiny part of activity counts as volunteering. Practicalities of the manual depending on the type of volunteering. Not a typical working group working across different types of land. Lost on HOW to interpret Manual - seeking clarification on contradictions and realities of the work on the ground. Definition of "volunteer" unclear

Administrative workload /burden especially for small remote areas with no dedicated PV staff (over 3000). People may choose not to work on PV land OR won't tell PV as no staff around to support/check.





## PRIORITISING THE ISSUES

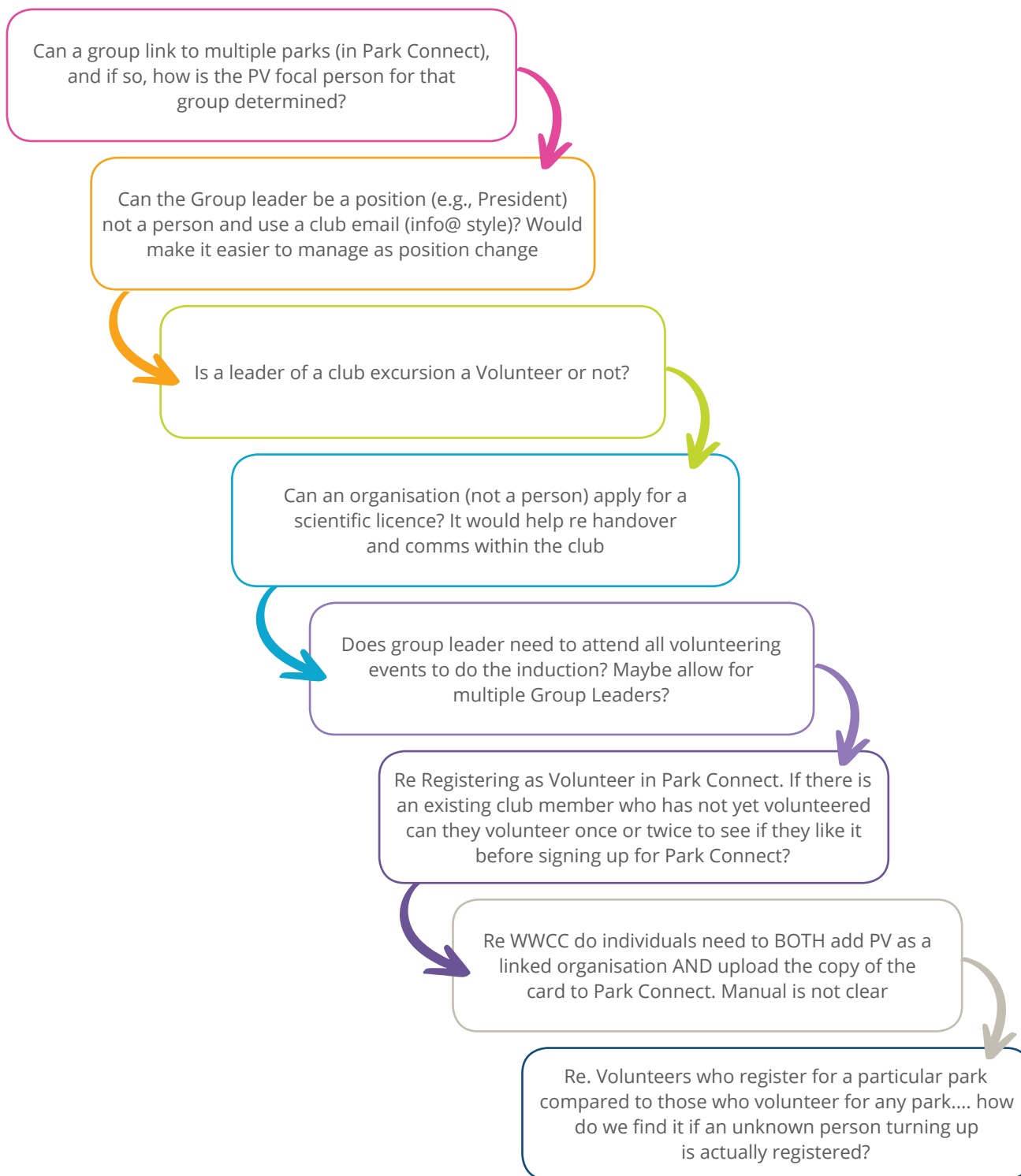
Facilitators identified themes from the comments shared during the clearing to identify areas that might need to be addressed during the remainder of the workshop. Participants were then asked to vote on which themes or comments they would like to spend the remaining time. Themes and their votes are captured below.

- ◊ Implementation (HOW) of the Manual **(13 votes)**
- ◊ Administrative Burden of Manual **(12 votes)**
- ◊ Working with Children Check **(11 votes)**
- ◊ Improved communication **(10 votes)**
- ◊ Improved relationships - building on local strengths **(8 votes)**
- ◊ Volunteer Activity Plan **(4 votes)**
- ◊ Concern PV process will make engaging volunteers too difficult and challenging. Sadness at loss of consideration of awareness and care of group's work. Can't trust PV to care within their requirements. PV breaching what required to help. Wishing to come back to strong partnership **(2 votes)**
- ◊ Cultural Heritage Assessment **(2 votes)**
- ◊ Volunteers are ace and necessary - recognition
- ◊ Collaboration & Solutions Focused



## AREAS OF CLARIFICATION AND UNDERSTANDING

Given the high number of votes, and the questions raised, again a conversation was held between Melinda (facilitator) and Tony Varcoe (representative of Parks Victoria) to ask some questions raised in the clearing. Participants were given the opportunity to join the conversation and ask further clarifying questions. Participants also offered additional questions via the Zoom chat function. Due to time constraints, not all questions were answered, however, they are captured below and Parks Victoria has given an undertaking to provide responses. Facilitators checked in with participants about the number of clarification questions and whether they would like to move to working on solutions and participants wanted to stay with the clarification questions.



## POST WORKSHOP TASK – SOLUTIONS

After the second workshop, participants of that session were provided the opportunity to add ideas and possible solutions to the challenge themes they had voted on in the session. This was done asynchronously, captured via GroupMap, and participants could like each other’s ideas. The ideas and any likes received are captured below.

### Administrative burden of the manual

- ◆ Have two categories of ‘volunteer’ being ‘registered’ and ‘casual’. All committee members of group need to be ‘registered’ with WWCC and registered on Park Connect, but other ‘casual’ volunteers only required to sign in on the day of working bee. Acknowledge that some groups already have a Child Safe Policy and/or do not have children present at their working bees. **(2 likes)**
- ◆ PV WWCC requirements should follow the guidelines given on the WWCC website. It is totally inappropriate to try to force volunteers to collude in discrimination based on irrelevant grounds. This is at significant cost to our community - both volunteer time, WWCC costs and PV time spent supporting this. Yet so much goes neglected in PV’s sphere of responsibility on the ground due to lack of staff time. **(1 like)**
- ◆ A separate category for incorporated groups should be developed for the many groups working without PV presence or direction, particularly on Parks estate where there is almost no PV activity or presence. These groups should be treated as partners, not forced to become individual members of PV volunteers. **(1 like)**
- ◆ Large amount of work required as need to keep membership records for both Park Connect and the group. An active member list as well as total member lists. Too much time is needed in explaining to members what is now needed - group membership, Park Connect membership plus accreditations and keeping them up to date. It now takes extra time to add activities and report on activities as Park Connect does not run smoothly. Contractor agreements are complex, and both times we have needed them, there were refinements to the manual, making process complicated. The manual contains a lot more detail than needed for running a Friends group - a shorter tailored document would be of use. Too much pressure on group leaders to undertake all activities. **(1 like)**
- ◆ Onus should actively be on PV staff to make any tasks required as straightforward as possible. Staff should be allowed time to assist leaders with these tasks when they are onerous. **(1 like)**

### Implementation (HOW) of the manual

- ◆ Reviewing the manual with a group of volunteers representative of diversity of engagement. There was no opportunity for this with the consultative group. **(1 like)**
- ◆ Regional meetings of group leaders and local rangers to work out practical solutions to implementing the manual in a way that is relevant to the priorities and needs of local groups. If done well, this could reduce the administrative burden for both rangers and group leaders. **(1 like)**
- ◆ The manual needs work. Some ideas: unambiguous definition of a volunteer, FAQ’s should just be there to cover key points, for those who want to see a summary, not contradict the manual. Clarity on what is mandatory (a “shall”) and what is desirable (a “should”). Less flowery language, keep it factual. As to how, maybe get it reviewed by a professional writer and a few pedants :-)  
**(2 likes)**
- ◆ Perhaps a date and time could be put aside in each particular region or a smaller area therein, inviting members of the various Friends groups in that particular area to a workshop, and actually going through the Manual together, to fully explain all the volunteer obligations. To date the Manual has just been sent through from Head Office, so to speak, and no local PV staff have communicated with the local groups, as far as I am aware. Certainly not our group, at any rate. **(1 like)**



**Improved communication**

- ◆ In our experience no PV staff have attended our evening meetings, held every 2 - 3 months, even though always invited, for around 3 years. Nor do they always respond to emails, so there is quite a lot of frustration felt by our members. **(1 like)**
- ◆ PV responding reliably, responding within reasonable timelines, transparency with information and giving factual evidence for decisions would all enhance communication. PV following their legislated obligations would increase trust and communication. **(1 like)**

**Improved relationships - building on local strengths**

- ◆ Priority should be given for PV staff to spend more time interacting face to face with volunteers. This should involve making sure that staff are able to attend group meetings or activities and events more often when they are held on weekends or in the evenings. **(1 like)**
- ◆ Local workshops at all regional PV depots to introduce the new volunteer manuals and necessary new admin actions, to specifically improve communications and relationships between local PV staff and volunteers.
- ◆ For a club like us who work in multiple parks a single focal would help, covering scientific licences, other activities, Park Connect issues etc... even if the issue later gets passed to an expert. That person would also be the focal for annual plan etc
- ◆ We should continue to remind ourselves that volunteers and PV are largely there for the same reason, because we care for the natural environment

**Park Connect**

- ◆ Would be good if group leaders could switch the date of an activity without it having to get re-approved. **(3 likes)**
- ◆ The membership lists in Park Connect need to be tidied up and accurately reflect the actual membership of the group. Of the 17 'members' listed under our group in Park Connect, 11 of them are totally unknown to the group. They have never attended an activity or made any contact whatsoever. There needs to be clarification about when it is appropriate to remove non-active 'members' from the membership list. **(2 likes)**
- ◆ Allow a Group Leader to be a position (e.g., President) not an individual with a club email, or maybe allow multiple Group Leaders who can all interact with the same underlying account. Would also help when people change roles. Also want the scientific permit approval to be better linked to the club **(2 likes)**
- ◆ It would be good if the Park connect website was less buggy **(2 likes)**
- ◆ Member lists on Park Connect are filed using the first name of members. More usual to file using surname - this becomes confusing when using, can filing be via surname please? The closed activity file shows the oldest activities first. This should be changed that most recently closed activities are seen first - mean you have to go through all pages to find the most recently filed activity. AVAP's show as being submitted BUT you are unable to access the file. Our group chooses not to advertise recurring activities as we prefer a friendly email to inform members. When there is a special activity (e.g., guest speaker) would be good if there was the ability to add the flyer to give interested PC members more detail. **(1 like)**
- ◆ Our group is incorporated and operates under the Model Rules. This means we are required to ask new members to fill in a membership form and pay an annual membership fee. Our members now have to duplicate the process by also registering on Park Connect. We could easily avoid this duplication if Group Leaders had access to the addresses of new members registering through PC and if there was a field recording the date the new member joined. Ideally, Park Connect would have provision for members to pay their membership fee into the group's bank account, but if that proves too difficult, Parks Vic should approve the Group Leader sending out a message to members giving the group's banking details for the membership fee to be paid. **(1 like)**
- ◆ Members of our group have found Park Connect very difficult to use when trying to register and add WWCC. This program needs to be improved and simplified, especially considering the age of most volunteers. **(1 like)**
- ◆ Our members have reported difficulties in trying to register. Some have registered specifically to work at just our Reserve, and a few others "anywhere", so how do we know their status if they come to us on the day. There does not seem to be a way of finding their name as registered. **(1 like)**



## Volunteer activity plan

- ◆ An annual activity plan should be all that is required to be officially submitted, with additional local direct communications with local PV staff, because plans so often change and so need more flexibility. **(2 likes)**
- ◆ Our last 2 years of plans are still listed as submitted (not approved) on Park Connect. It might make it seem worthwhile doing them if they were actually looked at ;-)  
**(2 likes)**
- ◆ Maybe have a clear SLA (Service Level Agreement) on the time taken to review an activity. If no reply, then just assume it's approved!
- ◆ Our group has had a similar experience with Working Bee details submitted, but some not being approved in a timely manner, thus members taking the risk to carry out the job irrespective of approval, or not, seeing the date, time and job details had already been agreed upon.
- ◆ The online AVAP submission is time consuming adding each activity as a project. There are not enough choices as to how you run the project. Perhaps including space so you can write extra detail would be useful if ticking the boxes provided does not allow you to explain your activity. The form is not very clear in requirements needed.



## SENSEMAKING SESSION

### WHAT YOU'VE HEARD? ISSUES AND CHALLENGES

This session brought together two representatives from both PV and VEFN. To begin, each were asked to capture the key themes of what they had heard during (and since) the workshop sessions, and any implications of what they had heard. Below is what was shared:

'New rules' re WWCC - 'casuals' not required - how will this be communicated? At same time comms re need for WWCC and lack of funding	VEFN
Challenge cross agency, multiple land tenders, multiple systems	PV
Feeling of overwhelm around administrative burden <ul style="list-style-type: none"> <li>Some understanding to be built, and clarification of timelines and expectations</li> </ul>	PV
Good will - willingness to work together	PV
Lack of trust/responsibility/delegation/voices heard from staff by PV management - unclear communication on how Friends input has been communicated and influenced any decisions	VEFN
Method of updating manual & ensuring updates done in timely way, to ensure understanding (e.g., top-down msg like WWC by 1 July, people still don't understand that doesn't mean casuals need it) It's in the nuance and detail	VEFN
Park Connect doesn't feel like a usable/workable system	PV
Perception of disconnect between local and management <ul style="list-style-type: none"> <li>Clarifications of what can be managed locally. Expectation that local teams will take a leadership role.</li> </ul>	PV
Regional sessions will be valuable	VEFN
Registering on Park Connect - impracticalities and how responsible can groups be for people they have not seen before	VEFN
Volunteer groups are independent and don't want to feel controlled <ul style="list-style-type: none"> <li>Legally, if something went wrong while they are volunteering, Parks Victoria and the groups would be liable.</li> </ul>	PV
Way information is presented in the manual	PV
WWCC - impracticalities - need to pass on and clarity that it has been passed on	VEFN
WWCC - lack of understanding around the why, feels like a big challenge	PV

## WHAT DO YOU SEE? SOLUTIONS

Participants went through a process of sorting all the ideas and solutions offered at both sessions into a list of tangible/practical ideas and comments or general advice. These will need further work in future however the purpose of this activity, at this stage, was to get towards some solutions that can be implemented quickly.

Participants split into groups and were assigned half the ideas or solutions to sort into lists. Participants from Parks Victoria were then asked to sort those identified as tangible ideas into three further categories - what could be implemented "quickly", what might need further investigation or work, and what doesn't seem practical at this stage. In doing this sorting, they also identified which ideas VEFN could support them with, and VEFN identified which ideas seemed like a priority from their perspective. The list of ideas in these groupings is captured below.

**KEY:** PV ✓ : PV suggests working with VEFN    VEFN ! : VEFN priority

### COULD BE IMPLEMENTED QUICKLY

#### Accessibility of manual

Easy to read, checklists, hyperlinks, summaries

Ranger run induction on the manual

#### Communication and process

Fix the link to volunteers terms and conditions

Keep explaining why

Process of full circle of new concerns registered from volunteer, with a central list of outstanding concerns. After concern has been handled by PV feedback to volunteer of the fate of the concern.

#### Improved relationships

Local workshops at all regional PV depots to introduce the new volunteer manuals and necessary new admin actions, to specifically improve communications and relationships between local PV staff and volunteers. **VEFN !**

For a club like us who work in multiple parks a single focal would help, covering scientific licences, other activities, Park Connect issues etc...even if the issue later gets passed to an expert. That person would also be the focal for annual plan etc

#### Implementation of the Manual

Regional meetings of group leaders and local rangers to work out practical solutions to implementing the manual in a way that is relevant to the priorities and needs of local groups. If done well, this could reduce the administrative burden for both rangers and group leaders. **VEFN !**

Perhaps a date and time could be put aside in each particular region or a smaller area therein, inviting members of the various Friends groups in that particular area to a workshop, and actually going through the Manual together, to fully explain all the volunteer obligations. To date the Manual has just been sent through from Head Office, so to speak, and no local PV staff have communicated with the local groups, as far as I am aware. Certainly not our group, at any rate. **VEFN !**

#### Volunteer activity plan

Maybe have a clear SLA (Service Level Agreement) on the time taken to review an activity. If no reply then just assume it's approved!

...continued overleaf

**KEY:** **PV ✓** : PV suggests working with VEFN **VEFN !** : VEFN priority

### Park Connect

Bulk input of volunteer details and a spreadsheet available to rangers **VEFN !**

Member lists on Park Connect are filed using the first name of members. More usual to file using surname - this becomes confusing when using, can filing be via surname please? The closed activity file shows the oldest activities first. This should be changed that most recently closed activities are seen first - mean you have to go through all pages to find the most recently filed activity. AVAP's show as being submitted BUT you are unable to access the file. Our group chooses not to advertise recurring activities as we prefer a friendly email to inform members. When there is a special activity (e.g. guest speaker) would be good if there was the ability to add the flyer to give interested PC members more detail. **VEFN !**

The membership lists in Park Connect need to be tidied up and accurately reflect the actual membership of the group. Of the 17 'members' listed under our group in Park Connect, 11 of them are totally unknown to the group. They have never attended an activity or made any contact whatsoever. There needs to be clarification about when it is appropriate to remove non-active 'members' from the membership list. **VEFN !**

More "supportive documents" **PV ✓**

Training for vols how to use park connect

VIT Card - add a menu item in qualifications□ but what can we do about when VIT lapses?

Send suggestions to email (volunteer@parks.vic.gov.au)

Allow a Group Leader to be a position (e.g. President) not an individual with a club email, or maybe allow multiple Group Leaders who can all interact with the same underlying account. Would also help when people change roles. Also want the scientific permit approval to be better linked to the club

Our members have reported difficulties in trying to register. Some have registered specifically to work at just our Reserve, and a few others a "anywhere", so how do we know their status if they come to us on the day. There does not seem to be a way of finding their name as registered.

## NEEDS FURTHER INVESTIGATION

### Accessibility of manual

Have the big manual supported by many small webpages explaining things from each point of view e.g. New member, leader **VEFN !**

Toolkit for new volunteers including a checklist **VEFN !**

Step to step guide **PV ✓** **VEFN !**

Simplify manual **PV ✓**

Manual is too dense and complex

### Admin burden of the manual

Have two categories of 'volunteer' being 'registered' and 'casual'. All committee members of group need to be 'registered' with WWCC and registered on Park Connect, but other 'casual' volunteers only required to sign in on the day of working bee. **PV ✓** **VEFN !**

### Implementation of the Manual

Reviewing the manual with a group of volunteers representative of diversity of engagement. There was no opportunity for this with the consultative group.

The manual needs work. Some ideas (I could go on) Unambiguous definition of a volunteer FAQ's should just be there to cover key points, for those who want to see a summary, not contradict the manual. Clarity on what is mandatory (a "shall") and what is desirable (a "should") Less flowery language, keep it factual As to how, maybe get it reviewed by a professional writer and a few pedants :-)



KEY: **PV ✓** : PV suggests working with VEFN    **VEFN !** : VEFN priority

### Improved communication

PV responding reliably, responding within reasonable timelines, transparency with information and giving factual evidence for decisions would all enhance communication. PV following their legislated obligations would increase trust and communication.

**PV ✓**

### Improved relationships

Priority should be given for PV staff to spend more time interacting face to face with volunteers. This should involve making sure that staff are able to attend group meetings or activities and events more often when they are held on weekends or in the evenings.

### Volunteer activity plan

The online AVAP submission is time consuming adding each activity as a project. There are not enough choices as to how you run the project. Perhaps including space so you can write extra detail would be useful if ticking the boxes provided does not allow you to explain your activity. The form is not very clear in requirements needed. **PV ✓** **VEFN !**

### Park Connect

It would be good if the Park connect website was less buggy **VEFN !**

Shorten and announce expected time frame for registration to take **PV ✓** **VEFN !**

Saved search criteria (subscribe) and get told of new activity

Sort user interface

Set up a user group (with authority) **PV ✓**

Our group is incorporated and operates under the Model Rules. This means we are required to ask new members to fill in a membership form and pay an annual membership fee. Our members now have to duplicate the process by also registering on Park Connect. We could easily avoid this duplication if Group Leaders had access to the addresses of new members registering through PC and if there was a field recording the date the new member joined. Ideally, Park Connect would have provision for members to pay their membership fee into the group's bank account, but if that proves too difficult, Parks Vic should approve the Group Leader sending out a message to members giving the group's banking details for the membership fee to be paid.

**PV ✓**

## DOESN'T SEEM PRACTICAL AT THIS STAGE

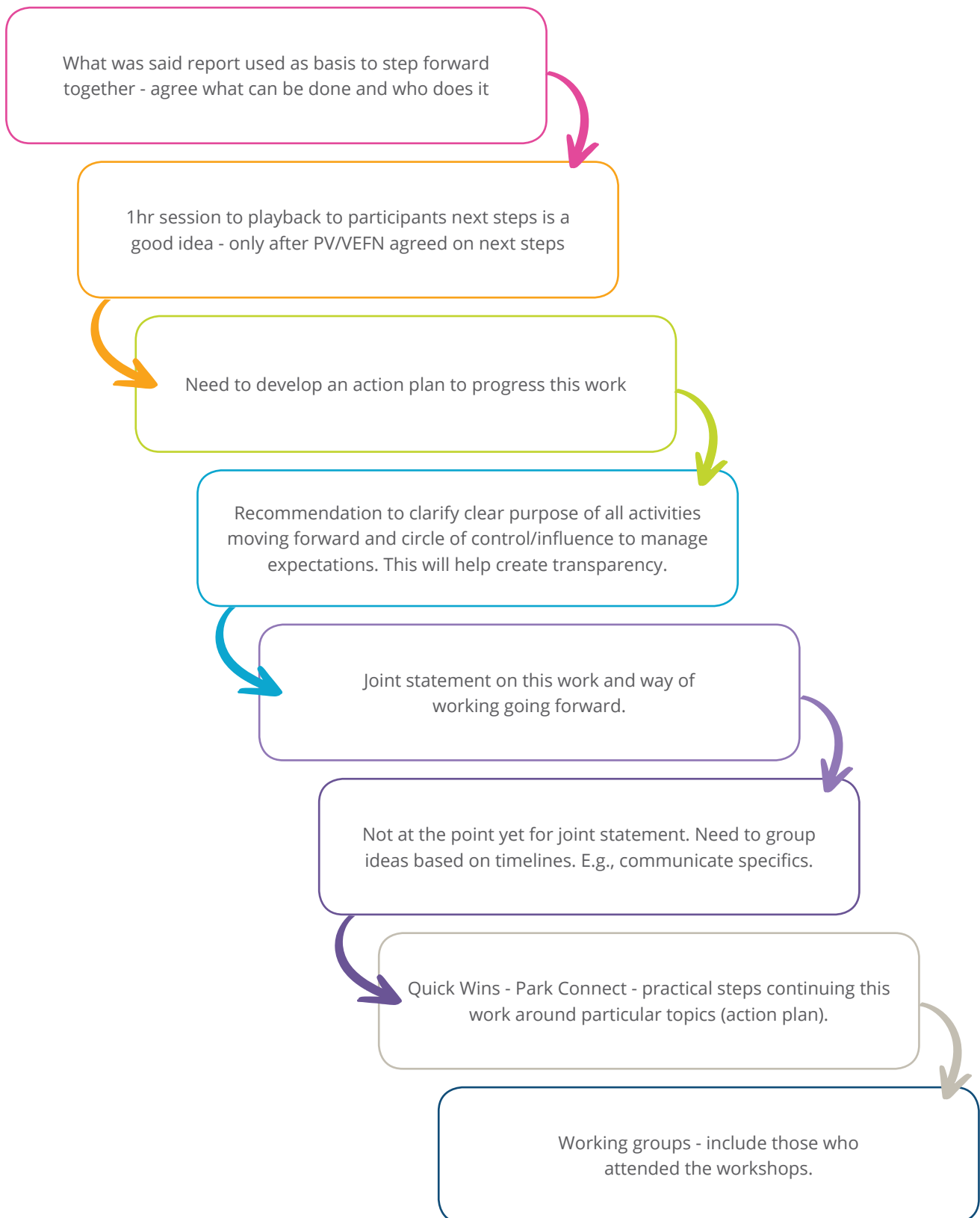
### Park Connect

Would be good if group leaders could switch the date of an activity without it having to get re-approved. **VEFN !**

Acknowledge that some groups already have a Child Safe Policy and/or do not have children present at their working bees.

## DISCUSSION ON NEXT STEPS

Participants then had an open discussion about how they might work together to continue working on the ideas offered and challenges raised. They also discussed options for how they would communicate with participants of the workshops. Points raised were captured and included below.





21st June 2022

PO Box 75  
Bridgewater on Loddon VIC 3517

P. 0447 036 952  
E. kooyorafriends@gmail.com

To whom it may concern:

**RE: Volunteer Registration / WWCC**

We have attempted to respond to some of the issues raised by the enforcement of WWCC, the use of the Park Connect site and Volunteer Manual as it impacts on our organisation and the demographic of our volunteers. We personally have come to the conclusion that implementation is beyond the capacity of our organisation to comply with at the level that Parks is seeking to impose.

As such our organisation will no longer be carrying out any volunteer activities which we consider should be undertaken as part of Parks responsibility to manage and maintain the lands under their control. This includes works such as weed and feral animal control, track maintenance and upkeep, general maintenance, rubbish removal, revegetation, erosion control, etc. We believe we now have an increasing role to advocate for Parks to fulfil their legal and moral obligations in these areas. It is becoming increasingly obvious that the senior management in Parks have lost contact and insight into an aging demographic of volunteers especially in rural areas. An example of this is with implementation and enforcement of WWCC and compulsion for volunteers to register on line through ParkConnect.

1. We have volunteers in their 80's who have been volunteering for decades. Some who are totally computer illiterate and/or do not own or have access to such technology. To many these issues are both confronting and degrading. It is if after a lifetime of dedication and service they are being accused of some evil and have to prove their innocence in order to continue to do that which they have always done. It can be seen as a total reversal of the principles people have believed in, of innocent until proven guilty. It is fact that having Parks staff offering to fill out forms and do on-line registrations for some of this demographic, they find it insulting, demeaning and invasive. We stand to lose some our most experienced, knowledgeable and decorated volunteers. Unfortunately one size doesn't fit all, only time will tell whether the anticipated Parks long term gains in this area will offset the losses they are about to incur. The rhetoric the Parks speak about caring for and appreciating their volunteers, rings fairly hollow with the demographic I represent.
2. In terms of the ParkConnect site, we spend a lot of our time interacting with all levels of Park users, including the general public, user groups and professional organisations. Many, if not most at a local level, don't even know the site exists let alone use it or would be bothered to use it. A quick check of the site will show that up-take of volunteers or participants for programs listed on the site is minimal. On the other hand like many organisation we can book out nearly all programs and activities via our own local and relevant marketing and networks. We can never foresee a time where Parks Connect will have the market reach to replace what we do internally and locally. It just adds another burden of work and responsibility for no net gain to our organisation and programming outcomes.
3. The adoption of the WWCC, Park Connect and the Volunteer Manual may in this age be politically correct and have some OH & S merit, but much of the implementation procedure indicate it has drafted, presented and implemented by those with little or no first-hand experience, insight or knowledge with the various demographics that make up the volunteering population or the difficulties and work load involved in running and maintaining a volunteer organisation. Again they are issues of definitions and the fact that one size doesn't fit all. Below we have tried to outline and seeking clarification some of the points raised within our organisation.

#### 4. Definition of a Volunteer and Volunteering

What is a Volunteer and what is Volunteering?

Is a:

- A family going to a Park for a B-B-Q find the area is covered in rubbish and they clean it up. Are they volunteers and volunteering?
- An informal social group same situation.
- A formal social group or club. Eg. Car club - visiting only no formal activity involved
- A formal club or organisation Eg. Bird-watching club – going to the Park for an activity ie bird- watching but not otherwise to be involved in an volunteering activity
- A Landcare or Friends Group having a social group outing or get together not intending to do a volunteering activity.

What defines volunteering in a Park?

Of all those above which are classified as volunteering, only those picking up rubbish or the whole group that maybe attending included?

What defines an activity that has to be registered with ParkConnect?

Which of all those doing a volunteer act above require WWCC?

#### 5. Organisations such as ours have a range of volunteers.

We are a Landcare Group, belonging to a regional Landcare network and insured through Landcare.

We have some volunteers that may work on the Park Vic. land, and other volunteers that are involved in the organisation but never set foot on Park Vic controlled land. We have support volunteers that are not involved in any fieldwork, in or outside the Park.

- Egs. A treasurer who only attends Committee meetings (Zoom) and doesn't not take part any of the organisations outside programs of fieldwork.
- Office volunteers (data processing/filing duties) working in a closed environment and as above, do not take part in any of the organisations outside programs of fieldwork or have any external public contact.

Are they required to be registered on ParkConnect and have a WWCC when in their roles they have no contact with children and not visiting Park controlled land or facilities? If so, why?

#### 6. Definition and registration requirements of a Volunteer vs Member vs Participant (in programs open to the Public)

Who needs to be registered with ParkConnect and who needs WWCC?

Our organisations (like others) run a number of different types of programs. This includes programs such as an Annual Wildflower Show, Reconciliation Events and Get to Know Your Local Bushland Tours which are open not only to our general membership but also to the general public.

These types of program may be planned by our Committee (sometimes in conjunction with our partners or supporters such Djaara), and conducted by a small number of membership base (volunteering) sometimes supported by outside volunteers and/or professionals (paid individuals or groups)

These types of programs can be attended by our own members, volunteering and non-volunteering, outside presenters, both volunteering and paid, plus members of the general public. Which ones need to be registered with ParkConnect and who needs a WWCC. It should be noted, with these types of events where people turn up on the day it is not possible/feasible to register participants prior to the event with ParkConnect.

And so the questions roll on.

To be honest at my stage of life as Convenor of the organisation I simply don't have the time, energy or will to deal with this type of inconsiderate bureaucracy and a system where much needed resources are being directed away from the actual ground staff and resources which are required to fulfil their legal and moral land management responsibilities in favour of promoting its public profile and perceived public image.

Regards

Robert Scholes

(Volunteer) Convenor

On behalf of Friends of Kooyoora



REPORT PREPARED BY:  
**mosaicLAB**  
[www.mosaiclab.com.au](http://www.mosaiclab.com.au)

This report has been prepared by MosaicLab on behalf of and for the exclusive use of Parks Victoria and Victorian Environmental Friends Network project working group. The sole purpose of this report is to provide a summary of the engagement process undertaken in June-July 2022.

This report has been prepared in accordance with the scope of services set out by MosaicLab in its proposal dated January 2022. In preparing this report, MosaicLab has relied upon the information provided by the participants at all sessions. Parks Victoria and Victorian Environmental Friends Network can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party. Please email Claire Connell at [claire@mosaiclab.com.au](mailto:claire@mosaiclab.com.au) for any suggested edits/additions.

***MosaicLab is a Victorian-based consultancy that specialises in community & stakeholder engagement, facilitation, negotiation, strategic planning and coaching.***

*We pay our respects to the traditional custodians of all the lands on which we live and work. We acknowledge their continuing connection to land, water and culture and the ongoing contribution they make to our society today. We extend this respect to elders' past, present and emerging.*