



Volunteer Guide & Handbook

Managing volunteers at your golf club

Adapted from resources provided by Justice Connect - nfplaw.org.au



Contents

Volunteer Position Descriptions	2
Benefits of position descriptions to the club:.....	2
Benefits of position descriptions to the volunteer	3
What to include in a volunteer position description?.....	4
Volunteer Agreements.....	6
Background Checks	7
Police Checks.....	7
Working with Children	8
Volunteer Induction	9
Ending the volunteer relationship	10
Volunteer safety	12
Volunteer Insurance	15
Appendix A – Volunteer skills links.....	17
Chainsaw Operators	17
Forklift License.....	17
Responsible Service of Alcohol.....	18
Food Handler Training.....	18
Chemical Applicators	18
Appendix B - Template volunteer position description	20
Appendix C – Sample volunteer agreement.....	21
Appendix D – Sample volunteer induction checklist	27



Volunteer Position Descriptions

A good position description clarifies the responsibilities and support arrangements for a volunteer. It helps volunteers to be clear about what is expected of them and feel confident in their role. A position description also outlines how the role fits in with relation to the broader goals of the organisation.

We recommend using a volunteer position description for all volunteer positions in your club. It should focus on the specific requirements of the role, being the skills or qualifications needed for the role (and not the attributes of a person). A volunteer position description should be used when your club is advertising for volunteers; it can help your club understand what it needs and shape your advertisement.

It's also important that a volunteer is clear about their roles and responsibilities. A volunteer position description will help manage a volunteer's expectations about the role. It's also a record of what the volunteer has agreed to contribute to the organisation. This will be helpful when managing the volunteer's performance and dealing with any grievances.

You should give a copy of the volunteer position description to the volunteer. We recommend you discuss the volunteer position description as part of the induction process (discussed below). You should also then keep a copy with your other records on your volunteer.

The volunteer position description should be reviewed from time to time (for example, as part of any volunteer performance review process), and if necessary, amendments should be made. While both the club and volunteer need some certainty on the volunteer's role and when the volunteer will be volunteering, it's also important to remember a key aspect of a genuine volunteer relationship is that either the volunteer or club can walk away from the arrangement at any time (see below 'ending the volunteer relationship'). You should, therefore, be careful how you frame the relationship.

Benefits of position descriptions to the club:

- It helps to conceptualise or define a volunteer role. If you have a complex project in mind that you think a volunteer could help you with, writing a position description will help you to consider all the aspects of the project, so that the prospective volunteer is clear about what they will need to achieve, and whether they are the right person for the role.
- It assists in managing relationships between volunteers and staff, minimising confusion over their responsibilities.
- As you document duties in a position description you can simultaneously check that it is shaping into a role that meets the needs of the organisation in terms of staff support, client needs and the overall mission. An ill-defined role not only fails to make a link between the organisation's objectives, it can be frustrating for the volunteer as the possibility of turning up with nothing to do for the day is increased.



- It increases the likelihood of appointing suitable candidates, leading to better job outcomes and longer-term retention. Once you determine what skills, abilities and qualities are required you have a much clearer idea of the most suitable volunteer before you begin recruiting. It also helps you select from multiple job applications and forms a basis for your interview questions.
- It gives you a point of recourse should you receive queries or complaints from candidates who were unsuccessful in applying for a volunteer position.
- Position descriptions facilitate feedback – they provide you with an agreed and documented basis from which you can provide guidance, advice and support, and is something that you can fall back on if you find yourself needing to ‘performance manage’ a volunteer.
- Position descriptions provide continuity and help with knowledge management. At some point, volunteers will leave an organisation, and many are required only for a short time each year (such as event volunteers). Ensuring that all roles have position descriptions which are kept on file helps to find replacements more quickly.
- Managers of volunteers also leave organisations and there is the risk of losing information about a role’s requirements if they have not documented it. Having a centralised file of position descriptions gives you an overview of how your volunteers are collectively contributing to your organisation and the range of skills they have.
- It conveys to potential volunteers that your organisation is serious about its management of volunteers, that they are an integral part of the organisation and possess the same legitimacy and status as paid employees.
- Position descriptions are useful risk management tools that protect the organisation and the volunteer. For more information, see Using the position description as a planning and management tool, over the page.
- In certain circumstances your organisation could be held liable (legally responsible) for the actions of your volunteers. Generally, your organisation will not be held liable if the volunteer has acted outside the scope of the work organised by the organisation or contrary to any instructions given by the organisation to the volunteer.

Benefits of position descriptions to the volunteer

- Understanding their responsibilities, the time commitment and the skills that are required will assist with self-selection and prepare prospective volunteers for an interview.
- Formal documentation validates a volunteer’s position and gives it status within the organisation. It also helps the volunteer understand the parameters in which they operate and lowers risk to the volunteer by clarifying the scope of their work and helping to protect them from litigation.



- Outlining the benefits, a volunteer may receive from the role may be a motivating force.
- It helps a volunteer (especially those who are also seeking paid employment) to conceptualise the skills they use as a volunteer in employment terms.
- It forms the basis from which an evaluation process can begin, giving the volunteer the opportunity to review the role over time.
- It gives a volunteer the basis from which to review their role if it deviates substantially from what is documented in the position description.

What to include in a volunteer position description?

A well-considered, current position description is a concise, informative summary of a volunteer role. A volunteer position description can be found in Appendix B. Completion of the template with the following suggestions in mind will provide your club with practical, fit for purpose documentation.

When writing the volunteer position description clear and consistent language should be used. You should avoid using 'employment' type language.

For example use terms such as 'volunteer', 'we would be pleased if you would', 'help to', 'provide assistance', avoid terms such as 'job', 'work', 'you must', 'required', 'responsible for'

Position Title

Give each volunteer role a title that reflects the content of the project/ assignment.

- Examples are: Grounds Assistant, Drinks Cart Operator, Traffic Marshall.

If the volunteer is going to be in charge of something, the title should reflect that.

- Examples are: Area Coordinator, Project Officer, Team Leader

Position Supervisor

Provide details of the person the volunteer will report to and be supervised by - provide the name of the supervisor and their title.

- Examples are Jill Citizen – President, Bill Jones - House Manager

Location

Where will the volunteer work?

- Be specific as to what part of the club e.g. behind the bar, on the course or in the office.



Time Commitment

Ensure the volunteer has a clear understanding of the hours of work required for the position and how they may be scheduled.

- Will they be required to work to a roster and how fixed/flexible is it?
- Are there minimum hours per week or month to be worked?
- If the role is ongoing, what is the minimum acceptable commitment?

Description of Position

Provide details of the project or purpose of the assignment. Fully state the club's need for, and expectations of the volunteer role. Be clear on the role's demands so that a prospective volunteer knows what they are committing to and can be confident of doing the job well.

If the role involves additional or varying duties from time to time (e.g. to take advantage of a skills development opportunity or in case of another's absence) consider including an enabling clause in the Volunteer Position description such as other duties, as may be required.

Outline of Volunteer's Responsibilities or List of Tasks

State clearly what the volunteer will be doing, so that both the potential and the limitations of the role are clear.

- Ensure the list of tasks is up to date to accurately reflect the role's current contribution to your club.
- Aim to outline as many activities as possible e.g. specific tasks, participation in meetings, other staff the volunteer may need to liaise with.

Qualifications and Experience

Describe any essential or desirable qualifications and any relevant skills or experience required for the position. Be clear about any personality or character traits that would prove useful in the position. Outline any physical demands that the role may require e.g. heavy lifting.

See Appendix A for links to skill resources.

Outcomes and Goals

Identify how the organisation and the volunteer will know that their project or assignment is achieving the desired purpose. How can the volunteer provide or be provided with feedback on their work? Will the organisation offer the volunteer opportunities to evaluate their work or have it evaluated?

Training and Support Plan

Identify any pre-requisite training required for the position and how and when that will be arranged.

- Identify the induction process and when that will be undertaken and by whom.
- Identify how on-the-job training will be provided and by whom.
- Outline the supports in place and who the volunteer should go to for assistance if required.



Reporting

Explain the type of reporting (if any) that is expected in the position.

- Are there expectations of reporting on arrival and departure from the workplace?
- Are verbal and/or written reports required and if so, when and to whom?

For some assignments, particularly for volunteers who will be doing most of their work off-site, clarity in reporting mechanisms and timeframes is critical.

Benefits

Explain the benefits the volunteer may gain in undertaking this volunteering assignment. These benefits may be tangible, such as transportation expense reimbursement or less tangible, such as the opportunity to explore a career option or enjoy engagement with the community.

[Click here for Appendix B - template volunteer position description.](#)

Volunteer Agreements

A volunteer agreement is an important part of engaging volunteers, helping to make sure the volunteer understands their rights, role and responsibilities. It is also important in helping your club manage its obligations in relation to health and safety. The workplace health and safety (WHS) legislation enacted throughout Australia creates obligations for most organisations to ensure the health and safety of their volunteers. In addition to any obligations under the WHS laws your club also has a general duty of care towards your volunteers.

There are other reasons in which a volunteer agreement may become important, including clarity on the ownership of intellectual property. A sample volunteer agreement is provided in Appendix C. This sample volunteer agreement may not be appropriate for every club. It should be changed to meet the needs of your club (see tips below). The sample volunteer agreement doesn't constitute legal advice. Your club may need to consider seeking legal advice on its volunteer agreement. Once the volunteer agreement has been discussed with your volunteer and signed (see below), you should give a copy to the volunteer. You should also then keep a copy with your other records in relation to your volunteer.

Tips for drafting a volunteer agreement:

- Be clear that you have engaged the person as a volunteer
- Include a statement that the parties don't intend to enter into a legally enforceable contract
- In relation to the carrying out of the work (refer to 'non-legal nature of the volunteer relationship' below)
- Consider if you need to be extra clear on certain rights and obligations between the organisation and the volunteer – such as intellectual property and confidentiality (refer to 'non-legal nature of the volunteer relationship' below)
- Be clear and consistent in the use of 'non-employment' type language
 - use terms such as 'help to' and 'we would be pleased if you would'



- avoid terms such as 'pay, payment, salary, contract, work, appointment' or 'you must'
- Be clear that the volunteer will not be receiving payment for work but may receive reimbursement for reasonable expenses and that any other non-monetary benefits provided to the volunteer are done so on a gratuitous basis only and are not payment in lieu of salary
- Outline what the volunteer can expect from the club (for example, an induction, supervision and applicable insurance coverage)
- Outline what the organisation expects from its volunteers (for example, compliance with policies and procedures including WHS, privacy, confidentiality and workplace behaviour), and ask the volunteer to notify you if they are unable to attend to any allocated work

[Click here for Appendix C - sample volunteer agreement](#)

Background Checks

It is important that clubs screen potential volunteers in a systematic way. Certain background screening checks are required by law (under legislation or contract) and others are optional.

Even when not required, clubs ought to conduct some level of screening for volunteers. This is because all organisations have a responsibility to make sure they maintain a safe environment for all workers (paid and unpaid) and clients. Due to this overarching duty of care, organisations should always try to be well informed about the people they choose to be part of their organisations.

When considering the types of checks your club requires to minimise risks associated with your volunteers, you should consider whether the volunteer's role and responsibilities will include contact with vulnerable clients or children, access to sensitive information, handling money, or operating certain machinery (including vehicles). This consideration should already be completed as part of the preparation of a role description (discussed above) as the first step of the recruitment process and the subsequent advertising for volunteers.

Police Checks

Police Checks (sometimes referred to as 'criminal record or history checks') are different to Working with Children Checks. For example, not all criminal offences will be relevant for a working with children check, only those the legislation has set out on the basis that those offences pose a risk to children.

A Police Check allows an organisation to be aware of all (releasable) previous convictions (child-related or not). This may be appropriate if you are looking for a volunteer who may be transporting clients and you want to be certain they don't have any relevant driving-related offences.

Police Checks are generally not mandatory. However, some legislation requires criminal record checks as part of people's qualifications (for example, security guard). And sometimes a not-for-profit organisation may be under a contractual agreement to get police checks for certain positions (for example, an agreement with the Department of Human Services for the delivery of



services to children). You should comply with any obligations in any funding agreements your organisation has.

Differences between Police Checks and Working with Children Checks include:

- What is checked
- What is revealed by the checks
- The outcome
- Length of validity of the checks (a Police Check is a 'point in time' single check), and
- Whether the check is transferable across jurisdictions

Where there is no legal obligation to conduct a Police Check (or a Working with Children Check), your organisation may want to consider if there is still a need for a Police Check of a volunteer. This is another reason why having a volunteer role description is important – your organisation can consider the roles and responsibilities set out in the role description and decide what convictions for prior offences, if any, would preclude a person from being suitable for that role. You can then decide if your organisation is going to get a Police Check for the position and you can make this clear in the volunteer role description (see the sample volunteer role description above).

If you decide the position requires a Police Check, your organisation should also consider the process it will follow if the Police Check comes back showing an offence, including discussing the check with the volunteer. This process should allow the volunteer to confidentially explain the result of the check and should ensure the privacy of the person and that the record of the Police Check is stored appropriately (refer to part 6 of this guide).

There are legal protections preventing discrimination on the basis of a criminal record. You must not refuse an applicant simply because they have a prior conviction for an offence that has no relevance to the available position.

However, your organisation has obligations to create a safe and effective environment, and you can refuse a potential volunteer on the basis of a criminal record when you believe that a prior offence prevents the applicant from performing the 'inherent requirements' of the volunteer position. If this situation arises your organisation may need to seek legal advice.

Working with Children

The laws regarding working with children requirements vary between the states and territories. While there are plans to develop a nationally consistent approach to working with children checks and child safe organisations across jurisdictions, currently your organisation will need to comply with the law in your state.

While the working with children screening requirements and obligations differ across the states and territories, they all generally set out:

- **When Working with Children Checks are legally required** - They are generally required for all people who will be carrying out child-related work. The definition of 'child related work' is different across the states and territories.



- **Any exemptions to the legal requirement for a check** - In some states and territories, exemptions are allowed where the volunteer is under 18 years of age or where the volunteer is a parent of a child and the volunteering involves an activity undertaken by that volunteer's child.
- **The legal obligations of an organisation working with children** - This generally includes an obligation to make sure its workers who work with children have submitted to a working with children check, and in many jurisdictions before they begin any child related work.

For relevant information for your state refer to the links below.

ACT - https://www.accesscanberra.act.gov.au/app/answers/detail/a_id/1804/~/working-with-vulnerable-people-%28wwvp%29-registration

NSW - <https://www.kidsguardian.nsw.gov.au/child-safe-organisations/working-with-children-check>

NT - <https://nt.gov.au/emergency/community-safety/apply-for-a-working-with-children-clearance>

QLD - <https://www.qld.gov.au/law/laws-regulated-industries-and-accountability/queensland-laws-and-regulations/regulated-industries-and-licensing/blue-card-services>

SA - <https://screening.sa.gov.au/types-of-check/working-with-children-check>

TAS - <https://www.cbos.tas.gov.au/topics/licensing-and-registration/registrations/work-with-vulnerable-people>

VIC - <https://www.workingwithchildren.vic.gov.au/>

WA - <https://workingwithchildren.wa.gov.au/>

Volunteer Induction

Providing volunteers with a proper induction process is a good way to show your club's commitment to its volunteers – it's the first impression the new volunteer will get of your organisation.

The 'induction' is the process of welcoming new volunteers to the organisation and familiarising them with their role, the role of other workers (paid and unpaid) and the workplace more broadly. All volunteers should complete the induction process before starting any volunteer duties. After completing the induction, volunteers should know where to access your organisation's policies and procedures, and also have copies of those that are particularly relevant to them and their role, for example, health and safety, privacy and volunteer grievance policies.

Checklist: Volunteer Induction

We recommend an induction checklist be completed for each new volunteer. A sample checklist is provided in Appendix D. This sample checklist is not exhaustive and should be changed to meet the needs of your club. It should be reviewed to make sure it is consistent with the volunteer role description (for example, if a volunteer is going to be using your club's vehicles you may want



to make sure that an overview of any relevant vehicle policies and procedures are included as part of the induction process). Note the sample induction checklist does not constitute legal advice.

This sample induction checklist is also for use generally with volunteers. It may be appropriate to have a completely separate checklist for different volunteer positions. For example, all of your committee members (also called board members or directors) may be volunteers. We recommend that new committee members have an induction to the role of the committee – it's important they understand the role of a committee generally, their specific role on the committee and how that role differs to the roles of other people in the organisation.

Once the induction checklist is completed you should give a copy to the volunteer. You should also keep a copy with other records in relation to your volunteer.

[Click here for Appendix D - sample volunteer induction checklist](#)

Ending the volunteer relationship

There are a number of reasons your club may choose to end a volunteer relationship. It's important to manage the process of ending a volunteer relationship well. This will help your club avoid any potential legal consequences or reputational damage.

Ending a genuine volunteer relationship is different to ending an employment relationship by termination of an employee (which involves certain legal rights, obligations and processes). It is important that both your club and the volunteer understand these differences. Your club should have processes for the ending of a volunteer relationship which include keeping of volunteer records once the relationship has come to an end.

Because the provisions of the Fair Work Act regarding unfair dismissal don't apply to volunteers, a genuine volunteer can't bring a claim against your club for unfair dismissal.

Similarly, your club has no legal rights against a volunteer who doesn't turn up, walks out or doesn't return to your club.

This is part of the nature of a true volunteer relationship. It is important that organisations that use volunteers and volunteers themselves understand that the protections that apply in an employer-employee relationship are not the same as in an organisation-volunteer relationship

Reasons for ending the volunteer relationship

There may be a number of reasons why your club chooses to end a relationship with one of its volunteers. These include:

- There is no longer a need for the volunteer's services
- The volunteer's performance
- The volunteer's conduct is not satisfactory (or has not improved following a review process) or there has been serious misconduct, or
- The volunteer's presence may be detrimental to the health and safety of others in the club.



If keeping a volunteer in the club is a risk to the health and safety of others (including members of the public), ending the relationship may be necessary to make sure you are acting in accordance with the standard of care required by law.

The process of ending the volunteer relationship

When ending a volunteer relationship, you should think very clearly about your approach.

- Be aware of other relationships. If the person has been engaged by your club as a paid worker, your club will have different legal obligations including processes to be followed (and the person will have certain legal rights). Also be aware if the person is a member of your club as they will continue to have member rights (you should check your club's rules).
- Be careful about ending a volunteer arrangement if there has been a recent complaint made by the volunteer. This could be construed as 'victimisation' against the complainant, even if your organisation decided to end the relationship for completely unrelated reasons.
- Make sure the process is as fair and transparent as possible. You don't need to give reasons why the relationship is ending; however, it is good practice to do so. Think about your club's reputation - the former volunteer may tell other volunteers in your club who could think you were being unfair and they may stop volunteering. They could also tell family and friends.
- Confirm the arrangement has come to an end in writing and keep a record of the documentation provided to the volunteer.
- Maintain your club's obligations of confidentiality and privacy of the volunteer.
- Make sure all property of the club is returned by the volunteer (for example, documents and uniforms).
- Consider if security changes are needed including to any buildings (access codes), IT systems and other electronic accounts (for example, Facebook login details and email passwords).

Volunteer records at the end of the volunteer relationship

While organisations have limited legal obligations to keep specific records relating to volunteers, we recommend that your club keep records of its volunteers for at least seven years.

Reasons for this include that legal action can generally be brought up to six years after an event to which the legal action relates (for example, a former volunteer alleges your club's negligence was the cause of the injury to the person while they were volunteering for your club). Some claims have even longer limitation periods. If your club is also bound by work health and safety laws, in most jurisdictions these laws generally require certain records be kept for five years.

Keeping volunteer records for seven years is also consistent with any obligations your club has under the Fair Work Act in relation to employee records. This obligation does not specifically extend to volunteer records, however, best practice dictates that the management of volunteers should not differ significantly from the management of employees, (including record keeping).



Volunteer safety

This section provides a brief overview of volunteer safety. For a comprehensive guide to your club's legal obligations to volunteer safety [click here](#)

Many clubs need the support of their volunteers to effectively pursue their stated purpose. Understanding your club's legal obligations in relation to safety is crucial to protect this valuable resource.

This part begins by considering the two primary sources of 'safety' law that your organisation will need to be aware of when engaging and working with volunteers– negligence law and work health and safety (or occupational health and safety) laws.

When considering 'negligence laws' it's critical for clubs to understand the 'two sides to safety' – that is – the safety of the volunteer, as well as the safety of the people that the volunteer is interacting with, such as clients, employees, other volunteers and members of the public.

In some cases, clubs can be held liable – that is legally responsible – for the actions of their volunteers.

The two sides to safety

When considering your obligations under negligence laws, your club needs to consider the two sides to safety:

- its duty of care, and the standard of care it needs to meet to prevent volunteers from suffering damage,
- and
- its duty of care, and the standard of care it needs to meet to prevent the people your volunteers interact with (such as clients, other 'workers' or the public) from suffering damage (discussed in further detail below).

Negligence laws

Your club has safety obligations under the common law (judge-made law) of negligence and under the negligence provisions in state and territory legislation.

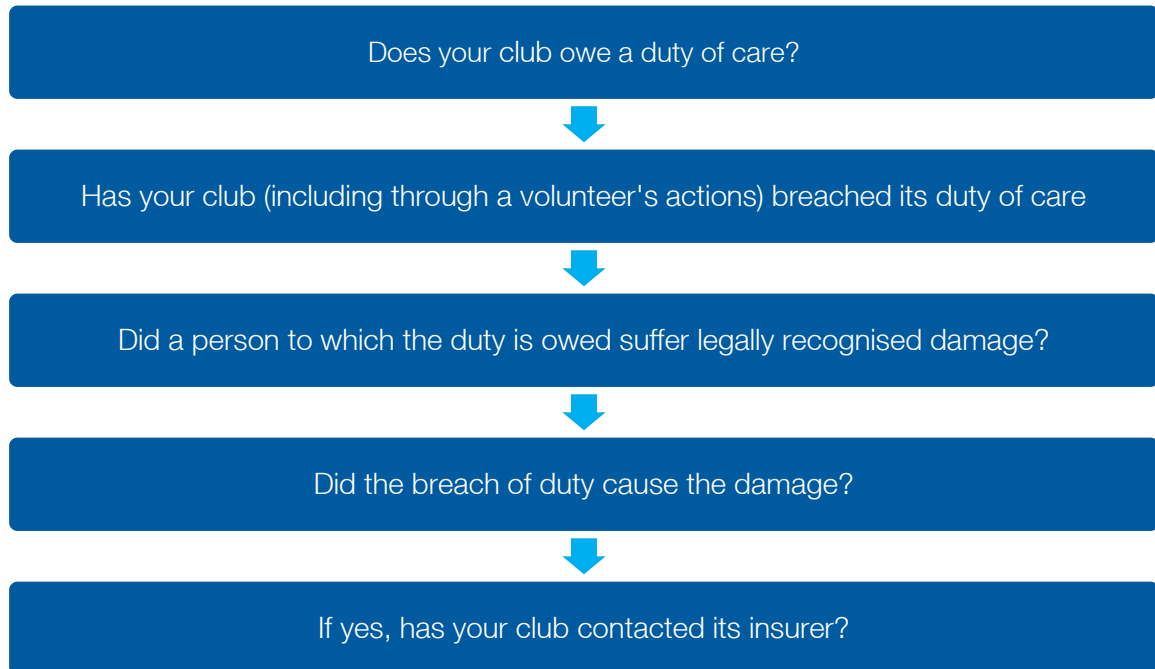
If your club:

- owes a duty of care (to the volunteer, or the person that the volunteer is interacting with)
- Breaches this duty, and
- The breach is the cause of damage to a person to which the duty is owed,

You may be found liable (legally responsible) for the damage caused.



Your club should ask itself the following questions:



Duty of Care

Generally, a person or organisation will only be held liable for the damage caused to another person if they were under a duty to prevent such injury or loss from occurring – that is, if they had a ‘duty of care’.

In short, your club unequivocally owes a duty of care to any person it employs. Although dependent on the circumstances of the case, you should also assume that your organisation owes a duty of care to its volunteers and to people who enter its premises.

Standard of care

If your club owes a ‘duty of care’ to a person or category of person, such as a volunteer, your club needs to treat those persons with an appropriate standard of care.

Essentially, in all of the states and territories, the standard of care expected is the standard of ‘the reasonable person’ in the same position and with the same knowledge as the person being judged.

So, in any negligence proceedings, your club will be judged by reference to a reasonably competent and prudent organisation, in the same position, and with the same knowledge as your organisation.

The legislation in both South Australia and the ACT includes a definition of ‘standard of care’, which is used as a starting point to determine if particular conduct is negligent. The other states and territories rely on the common law rule (described above), which is essentially the same.



Breach of Duty

If your club doesn't meet the applicable standard of care to volunteers or the public interacting with your volunteers, it will be considered to have 'breached its duty'. In every state and territory other than the Northern Territory (whose legislation does not address breach of duty) the starting point for determining whether there has been a breach of duty is the legislation. These statutory provisions are generally an expression of the pre-existing common law principles. So, the same general principles apply in the Northern Territory.

The relevant provisions in the various states and territories are very similar, and set out general principles which can be summed up as follows for the purposes of your club:

Your club may be considered negligent for failing to take precautions against a risk if:

- The risk was one which your club should have known about
- The risk was 'not insignificant', and
- A 'reasonable' organisation in the same position as yours, would have taken precautions against the risk.

Whether or not your organisation will be found to have breached its duty will involve a detailed assessment of what was reasonable conduct in all the circumstances of the case. As mentioned above, the standard of care expected of your club is that of a reasonably competent and prudent organisation, in the same position, and with the same knowledge as your club. So, if your club acts in accordance with an established practice within the community sector, you will be less likely to be found to have breached your duty of care in regard to volunteers or the public interacting with volunteers.

Damage and causation

Your club can't be found negligent unless someone has suffered some type of damage recognised by the law as giving rise to a cause of action – if no legally recognised damage is suffered, there will be no negligence, even if your club has not conducted itself appropriately.

The most common categories of damage in negligence are personal injury, property damage and financial loss.

In addition to 'damage recognised by the law', your club can't be found negligent unless its failure to take reasonable care has actually caused the damage complained of (referred to as 'causation'.) The person who has suffered damage carries the burden of establishing that the negligence caused their damage.

To establish causation it must be shown that the negligence was 'a necessary condition of the occurrence of the harm'. The question to ask here is whether the damage would have occurred 'but for' your club's conduct.

Consequences of liability

If your club is found negligent or vicariously liable for the actions of a volunteer (see below), the court will order that a remedy be provided to the person who has suffered damage as a result of the relevant conduct. This remedy is almost always in the form of monetary compensation, with



the aim being to put the person who has suffered damage (personal injury, property damage or financial loss) in the position they were in before the act (or failure to act) occurred.

Proportionate liability

In some cases, damage can be caused by the negligent conduct of multiple people or organisations.

All of the states and territories have 'proportionate liability' provisions in legislation, which, in claims for financial loss or property damage, may limit the liability of any one wrongdoer to the proportion which reflects their responsibility for damage suffered.

The proportionate liability provisions do not apply to claims for personal injury. Where a person has been injured by the negligent conduct of multiple people, each wrongdoer is 'jointly and severally liable' for the whole loss. This means that an injured person can recover the whole award of damages from any one person or organisation found to have caused or contributed to their injury. This shields injured persons from the risk of being short-changed if some of those responsible for their injury are unable to pay the damages.

This is a complex area of the law and your club will require legal assistance if this situation arises.

Volunteer Insurance

Insurance is a way of managing risks your organisation can't avoid or minimise, by paying another party (the insurer) to bear the costs if certain risks eventuate.

Volunteers will often fall between the gaps in an organisation's insurance policy when they suffer injuries in their role unless the organisation holds specific insurance for this purpose – such as volunteer personal accident insurance (this is discussed in greater detail below).

Common types of insurance for clubs include:

Protects:	Type of insurance:
Volunteers	Volunteer personal accident insurance
Volunteer committee members or directors	Directors' and officers' liability insurance
Members of the public	Public liability insurance
Experts or advisors	Professional indemnity insurance
Property and assets	Building and contents, occupiers, and fraud insurance
Vehicles	Motor vehicle insurance

Your organisation should make sure it has adequate insurance coverage to protect you from liability. You can't be certain of avoiding liabilities, but you can be certain of having appropriate insurance cover. In the event that your organisation is not sure about the type or extent of cover required, you should contact an insurance broker. Alternatively, you may wish to refer to the Insurance Resources, set out below.



An insurance policy is a contract – a legally binding document between you and the insurance company. This means that your organisation will have to do certain things – for example, provide full and accurate information, notify of incidents – to make sure the contract is and remains valid. Make sure you understand the terms and conditions of the policy so that you know what these obligations are.

If you think your organisation may be exposed to legal action, you should notify your insurer and also seek legal advice as soon as possible about its potential liability (if the action is covered by your insurer, they may do this on your behalf).

Volunteer personal accident insurance

Volunteers often fall between the gaps as they aren't covered by an organisation's insurance policies when they suffer injuries in their role unless the organisation holds specific insurance for this purpose – such as volunteer personal accident insurance.

It is important to remember that:

- workers' compensation insurance doesn't cover volunteers (except in rare circumstances), and
- public liability insurance will usually cover injuries a volunteer causes to others but may not cover injuries caused to volunteers

Volunteer personal accident insurance will cover members and volunteers of a club for expenses incurred in the event of accidental injury, disability or death which occurs while the volunteer is doing work for the club. The insurance is usually (but not always) extended to include cover for loss of income if the volunteer is unable to work as a result of an injury sustained when volunteering for the club.

Unlike workers compensation, it's not compulsory for a club to take out personal accident insurance for volunteers. However, because volunteers are a central part of many not-for-profit clubs, it's useful to make sure that both the organisation and the volunteers are protected in the event of an accident.

Tips

- Check your organisation's existing insurance policies to find out whether your volunteers are covered. If in doubt, pick up the phone to your insurer.
- Consider taking out a volunteer personal accident insurance policy to make sure your volunteers are covered for any injuries they sustain while volunteering.
- Check age limits under your policies and, if necessary, negotiate with your insurer to extend coverage to all of your volunteers.
- Understand what is and isn't covered – for example, insurers will only cover non-Medicare medical expenses and will not (and cannot under legislation) cover out of pocket hospital expenses that have Medicare component.
- Let all volunteers know what they are and aren't covered for, and the process for making a claim. If there are any extra costs payable, make sure you are clear about whether the organisation or person will have to pay.



Appendix A – Volunteer skills links

Chainsaw Operators

ACT –

NSW – <https://www.tafensw.edu.au/course/-/c/c/900-5291V01/Statement-of-Attainment-in-Chainsaw-Operation-Trim-and-Cut-Felled-Trees>

NT –

QLD – <https://www.allstatestraining.qld.edu.au/courses/ahcarb205a-ahcarb202a-chainsaws>

SA –

TAS – <https://www.tastafe.tas.edu.au/courses/course/tasmss0117-v01>

VIC –

<https://www.skills.vic.gov.au/victorianskillsgateway/Mobile/Pages/CourseDetails.aspx?type=course&CourseId=8759>

WA –

Forklift License

ACT – https://www.accesscanberra.act.gov.au/app/answers/detail/a_id/2147/~/-/high-risk-work-licensing#!tabs-1

NSW – <https://www.safework.nsw.gov.au/licences-and-registrations/licences/high-risk-work-licences/hrw-accordions/forklift-licences>

NT – <https://worksafe.nt.gov.au/forms-and-resources/bulletins/forklift-operation-licence-requirements>

QLD – <https://www.worksafe.qld.gov.au/licensing-and-registrations/work-health-and-safety-licences/what-licence-do-i-need/forklift-truck>

SA – <https://www.sa.gov.au/topics/business-and-trade/licensing/building-and-trades/high-risk-work-licence>

TAS – <https://worksafe.tas.gov.au/topics/licensing-permits-and-registration/high-risk-licensing>

VIC – <https://www.worksafe.vic.gov.au/high-risk-work-licence>

WA – <https://www.commerce.wa.gov.au/worksafe/high-risk-work-licence>



Responsible Service of Alcohol

ACT – https://www.accesscanberra.act.gov.au/app/answers/detail/a_id/1654/~/liquor-licensing-and-permits#!tabs-3

NSW – <https://www.liquorandgaming.nsw.gov.au/working-in-the-industry/training-to-work-in-the-industry/getting-trained/training-courses>

NT – <https://nt.gov.au/industry/hospitality/rules-for-serving-alcohol/serve-alcohol-responsibly>

QLD – <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/liquor-gaming/liquor/training/rsa/certification>

SA – <https://www.sa.gov.au/topics/business-and-trade/liquor/responsible-person>

TAS – <https://www.treasury.tas.gov.au/liquor-and-gaming/liquor/responsible-service-of-alcohol>

VIC – <https://www.vcglr.vic.gov.au/resources/education-and-training/responsible-service-alcohol>

WA – <https://www.dlgsc.wa.gov.au/racing-gaming-and-liquor/liquor/training>

Food Handler Training

ACT – <https://www.health.act.gov.au/businesses/food-safety-regulation/food-safety-training-and-resources>

NSW – <https://www.foodauthority.nsw.gov.au/retail/fss-food-safety-supervisors>

NT – <https://nt.gov.au/industry/hospitality/accommodation-and-food-businesses/food-safety-and-regulations/food-safety-standards>

QLD – <https://www.health.qld.gov.au/public-health/industry-environment/food-safety/training>

SA – <https://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/public+health/food+safety+for+businesses/skills+and+knowledge+for+food+handlers/skills+and+knowledge+for+food+handlers>

TAS – https://www.dhhs.tas.gov.au/publichealth/food_safety/information_for_food_businesses_and_community_organisations

VIC – <https://www2.health.vic.gov.au/public-health/food-safety/food-businesses/food-safety-training-skills-knowledge/food-handler-training>

WA – https://www2.health.wa.gov.au/Articles/F_1/Food-handlers

Chemical Applicators

<https://www.auschemtraining.com.au/courses/>



ACT –

NSW –

NT –

QLD –

SA –

TAS –

VIC –

WA -



Appendix B - Template volunteer position description

Position Title	
Position Supervisor	
Location	

Time Commitment:
Description of Position:
Responsibilities and Tasks:
Qualifications and Experience:
Outcomes and Goals:
Training and Support Plan:
Reporting:
Benefits:

Appendix C – Sample volunteer agreement

Note: This is a generic, sample agreement. When creating a volunteer agreement consider the needs of your club and adjust accordingly.

This is an Agreement between:

[insert volunteer name] (referred to in this document as ‘the volunteer’ or ‘you’) and

[insert club name] (sometimes referred to in this document as ‘we’).

This Agreement is not intended to be a legally binding contract between us and it may be cancelled at any time by either us or you.

Tip - The volunteer role should match the title in the volunteer role description

1) You are a volunteer

The role of **[insert volunteer role title]** at **[insert club’s name]** is a volunteer role. This means you are not an employee of, or contractor to, **[insert club’s name]** and, if you accept the role, you perform all duties on a voluntary basis and you will not receive remuneration or payment for your work, other than reasonable reimbursement of expenses (see below at paragraph 9).

Neither **[insert club’s name]** nor you intend any employment or contractual relationship to be created (you are not an employee, independent contractor or consultant at **[insert club’s name]**). If this changes at any time, and there is a possibility that you might perform paid work for the organisation or be involved in vocational training, we will discuss this and document the arrangement in a formal contract.

2) What you can expect when volunteering at **[insert club’s name]**

[insert club’s name] values its volunteers and we will endeavour to provide you with:

- A written role description so you understand your role and the tasks you are authorised to perform.
- A full induction, orientation and training relating to the volunteer role.
- A safe environment in which to perform your role.
- Respect for your privacy, including keeping your private information confidential.
- A supervisor, so that you have the opportunity to ask questions and get feedback (see paragraph 4 below).
- Reimbursement for your reasonable expenses so you are not out-of-pocket as a result of volunteering for us (for further information see paragraph 9 below).

Tip – Talk about the training that will be provided so that you are clear and upfront with the volunteer from the start



- Insurance to cover you for the volunteer duties you are authorised to perform (see paragraph 10 below).

3) What [insert club's name] asks of its volunteers

We ask that you:

- Support [insert club's name]'s aims and objectives.
- Participate in all relevant induction and training sessions.
- Only perform duties you are authorised to perform and always operate under the direction and supervision of [insert club's name]'s staff and obey reasonable directions and instructions.
- Understand and comply with the club's policies and procedures including [insert policies, for example: equal opportunity, health and safety, privacy and confidentiality policies, and grievances policy]
- Notify your supervisor or another member of staff of any health and safety issues or potentially hazardous situations that may pose a risk to you or others and report any accidents or incidents relating to staff, volunteers, or the workplace.
- Behave appropriately and courteously to all staff, clients and the public in the course of your role.
- Use any property or equipment given to you in your role safely and only for purpose of the role and return it to the organisation when you finish your volunteer role.
- Let us know if you wish to change the nature of your contribution (for example, hours, role) to [insert club's name] at any time.
- Let us know immediately if there is anything, or anything arises, that makes you unsuitable or unable to legally carry out your volunteer role (for example, your role requires you to drive and you lose your licence or you injure yourself).
- Comply with the law at all times.
- Be open and honest in your dealings with us and let us know if we can improve our volunteer program and the support that you receive.

Tip – When discussing this agreement with your new volunteer, explain why this is important, for example it may mean the volunteer is personally liable or they are not covered under the organisations insurance policy.

Tip – Make sure this list of policies matches the policies listed in your induction checklist.

4) Contact Person

Your contact person at [insert club's name] will be [insert volunteer manager's name and contact details]. If you have any questions or concerns about your role, your health and safety, or if you need any assistance to help you perform your role, please contact [insert volunteer manager's name] as soon as possible.

Tip – Make sure this section reflects your organisations expectations of its volunteers and its values.



5) Role description and details

We ask that you only perform duties you are authorised to perform, always operate under the direction and supervision of **[insert club's name]**'s staff and obey reasonable directions and instructions. This is particularly important for health, safety and insurance reasons (see paragraph 6 below).

We have developed a role description **[insert link to volunteer role title role description]** to help you understand your role and the tasks you are authorised to perform and tasks that are prohibited.

If you are unsure whether a particular task or work is part of your role, or who you can and can't receive directions and instructions from please don't hesitate to talk to your contact person.

6) The health and safety of you and others

At **[insert club's name]** volunteer safety, and the safety of everyone who is involved in our organisation, is a priority.

[insert club's name] has safety obligations towards:

- You in your capacity as a volunteer at **[insert club's name]**, and
- The people that you interact with as a part of your volunteer role.

It's important to understand that you may be personally liable (that is legally or financially responsible) for any harm or damage caused to yourself or others if you act outside of the role description, outside of the instructions given to you or you are affected by drugs or alcohol when you are volunteering.

It's therefore important that you only perform the tasks in your role description and that you follow the instructions of your contact person **[insert volunteer manager's name]** and **[insert club's name]**'s staff.

Tip – You will need to confirm if the health and safety legislation in your state or territory applies to your organisation. Generally speaking, if you have even one employee, the health and safety legislation will apply to your club. If the health and safety legislation in your state or territory does not apply, delete this section

Tip – The laws that govern health and safety differ in each state and territory. If you are in Victoria you can insert Occupational, Health and Safety law. If you are Western Australia, you can insert Occupational Safety and Health law. All other states and territories can insert Work Health and Safety Law.

In **[insert state or territory]**, the **[insert relevant law]** applies. Also, there may be other legal actions (such as negligence claims) that mean we always need to consider safety issues.

Under the **[insert relevant law]** and other laws, **[insert club's name]** has a duty of care to minimise risks to everyone affected by its conduct (including paid employees and volunteers).



It also means that as a volunteer, you may have duties under **[insert relevant law]** too. These include:

- Taking reasonable care for your own health and safety.
- Taking reasonable care for the health and safety of others.
- Complying with any reasonable instruction by **[insert club's name]**.
- Letting **[insert club's name]** know of any concerns you may have about safety or fitness in performing our role.
- Cooperating with any reasonable policies and procedures of **[insert club's name]**.

We will provide you with a full induction, safety equipment and role training **[insert any other safety measures here]** when you commence as a **[insert volunteer role]** with our organisation. However, please do not hesitate to talk to your contact officer at any time if you have any health and safety concerns.

7) Induction and training required before you start the volunteer role

[insert club's name] is committed to providing suitable training in support of the organisational policies relevant to your role as a volunteer. For this reason, it's our policy that all volunteers undertake induction and training at **[insert club's name]** before starting their volunteer role.

Tip – Amend this section to reflect when the volunteer will receive induction and training. (Before or after they begin volunteering)

[insert volunteer manager's name] will confirm the details of the induction and training schedule with you.

8) Information we need before you can start the volunteer role

Before you can start the volunteer role, we need the following information: **[insert background checks required such as CV, ID checks, reference checks, police checks, licence checks]**

All background check information will be conducted in accordance with our 'Background Check' policy and our privacy policy.

Tip – Check if your club has a policy before including this.

Tip – Be upfront and clear with your volunteers about when a volunteer will need prior approval (for example, by reference to a dollar amount)

9) Volunteer expenses and benefits

As a volunteer, **[insert club's name]** will reimburse you for any reasonable out-of pocket expenses that you incur when performing authorised tasks associated with your role.

We do this to ensure that you are not financially disadvantaged as a result of your volunteer role with us. These payments are not remuneration or wages. You might need prior approval and will always need to produce receipts.



We may sometimes provide you with other benefits as part of your volunteering role (examples include training, free food, accommodation, event entry, clothing or equipment). Where this occurs, it is on a gratuitous basis at the discretion of **[insert club's name]** and is not payment in lieu of salary.

Tip – You may want to amend this to reflect your club's practices.

Tip – You may need to edit this section depending on your club's insurance coverage. If you don't have insurance coverage for volunteers, it's important to be upfront and clear about this.

10) Insurance

We are committed to providing adequate insurance cover for volunteers while carrying out their volunteering roles that have been approved and authorised by us.

[insert club's name] has the following insurances: **[list insurances]**

To ensure this insurance covers you for any incidents that occur while you are volunteering with us, you need to: **[include details of what the volunteer needs to do, for example, report an incident as soon as it has occurred, sign in each time you volunteer]**

We want to let you know that the following events are unlikely to be covered by our insurance:

- Actions that are beyond the scope of your volunteer role, or that occur without appropriate authority or permission from us.
- Criminal activity (including criminal charges arising out of driving incidents).
- Dishonest or reckless activities (for example turning up intoxicated).

Tip – Carefully review your insurance and complete this list with exclusions set out in your policies.

11) Confidential Information

Volunteers are likely to be given access to **[insert club's name]**'s confidential information as part of, or to assist them with, their role. Confidential information includes any information about **[insert club's name]**, its business, services and clients which has been designated by **[insert club's name]** as confidential or which is, by its nature, confidential or proprietary to **[insert club's name]**.

You are not permitted to use or disclose any confidential information for any purpose other than the proper discharge of your duties as a volunteer of **[insert club's name]**.

12) Intellectual property

You agree to transfer all intellectual property rights and interests (including copyright) in any ideas or materials you create relating to your provision of voluntary services at **[insert club's name]** to **[insert club's name]**.

You consent to the use by **[insert club's name]** of such creations in a manner reasonably contemplated by the voluntary services provided under this document. As a volunteer you also agree not to bring any claim for infringement of your moral rights in respect of that use.



13) Consent to use photographs and images

Tip – Ask the volunteer to circle 'agree' or 'do not agree'

You **[agree/do not agree]** that **[insert club's name]** may take photographs and video footage of you carrying out your volunteer work and use it for the purposes of marketing and promotion of **[insert club's name]** and its goods or services. This may include printed and digital marketing, including the use of your image on social media platforms.

Please sign to acknowledge that you have read this volunteer agreement and have had an opportunity to ask questions.

Volunteer's full name: _____

Volunteer's signature: _____

Date: ____/____/____



Appendix D – Sample volunteer induction checklist

Checklist of Items	✓	Follow up Required Who is to follow up?
Welcomed and introduced to other workers		
Provided background about organisation and overview of organisational structure		
Workstation prepared and relevant safety considerations undertaken		
Walk through of the workplace and discussed work premises, facilities and Work Health and Safety (emergency procedures, first aid, safety considerations in the role, reporting health and safety concerns, critical incident policies)		
Discussed volunteer role description, expectations and reporting structure		
Discussed volunteer agreement including important issues like the nature of the relationship, how it can end, reimbursements (and signed)		
Key contact person allocated (to go to with any concerns, feedback or queries about role and duties)		
Policies provided and read by the volunteer (with confirmation in writing):		
• Privacy policy		
• Workplace behaviour policies		
• Health and Safety policy		
• Volunteer grievance policy		
• [Add other key policies and procedures, for example, conflict of interest, working with vulnerable clients, return of property]		
Conducted training in relation to the role, including any machinery and equipment use		
Conducted or scheduled training in relation to workplace behaviour policies and risk management		
Discussed insurance coverage as a volunteer (what cover is available under the organisation's insurance)		

Signature of volunteer: _____

Date: ____/____/____

Signature of volunteer manager: _____

Date: ____/____/____

