Final Report: Hope Horizons Inc. - Volunteer Management Activity Project Partnership

Executive summary

Undertaking the Volunteer Management Activity (VMA) Project Partnership has enabled Hope Horizons to consolidate our approach to recruitment and retention of volunteers through providing a supported and inclusive volunteer on boarding and operating environment. Our organisation, as with most not for profits, is entirely dependent on volunteers. The Management Committee of Hope Horizons has long recognised that we operate in a competitive environment, the pool of volunteers is shrinking across Australia. Hope Horizons' approach to volunteering is captured by *Pillar 4: People, Volunteers & Culture* of our 2026-2031 Strategic Plan. The stated goal of *becoming an organisation of choice for staff, volunteers and partners* underpins our implementation of volunteer management best practice and adoption of a continuous improvement approach.

All four Objectives of the project have been achieved, as detailed in the following Final Report.

Background

Located in Toowoomba on the Darling Downs, Hope Horizons relies on approximately 150 volunteers to deliver services across community care, allied health, charity, and social enterprise initiatives—including the Jenny Black Cancer Wellness Centre (JBCWC), Friends of Hope Horizons fundraising committee, and the social enterprise curated thrift stores – Hope on a Hanger.

The purpose of the Hope Horizons VMA Project is to ensure Hope Horizons is viewed within the community as a volunteer organisation of choice with a clear recruitment pathway. That every volunteer has clear role expectations, receives a consistent orientation and appropriate recognition for their service. This well ensure that Hope Horizons maintains excellence in service delivery and meets legal and policy requirements. The project has also built the organisation's resilience through improving volunteer retention and enhancing the wellbeing and satisfaction of volunteers.

The Hope Horizons VMA Project has focussed on delivering the following:

- Comprehensive Volunteer Handbook detailing how to become involved and what to expect re onboarding, training, communication, and offboarding processes.
- Volunteer centric Policies and Procedures.
- Centralised communication and record-keeping system to streamline management and compliance.
- Compliance mapping to Queensland and Australian volunteer legislation and best practice.
- Improved volunteer recognition to foster engagement and retention.
- Video and multimedia resources to deliver consistent, engaging induction for all volunteers.

Project Objectives	Project Deliverables	Measures of Success
Objective 1: Implement an integrated CRM-LMS to modernise volunteer management	Establish and configure a CRM–LMS platform tailored to Hope Horizons' needs. Migrate existing volunteer data into the new system. The platform will include optional demographic tags to identify and support participation by First Nations peoples, people with a disability, vulnerable women and people who are unemployed.	Hope Horizons CRM on the BrandSuite platform, is now fully operational and initial training across volunteers and staff has been undertaken. 100% of volunteer details are now captured within the CRM platform. The CRM has also been extended to act as Hope Horizons Membership Register and form the point of community contact including sponsorship and fundraising partnerships and social media scheduling. Optional demographic tagging for the identified target groups is also possible.
Objective 2: Streamline recruitment, onboarding and	Build workflows within the CRM–LMS to automate onboarding, create communication templates, and provide volunteers with self-service access to information.	Recruitment & onboarding : A plain English auto form (HH volunteer Application and Agreement) has been made available via the HH website to facilitate recruitment and onboarding. Whilst word of mouth will continue to act as Hope Horizons' primary form of recruitment, curious potential volunteers

communication processes	Recruitment materials will be inclusive and accessible (plain English) and will be actively encourage participation from the four identified target groups.	appreciate the opportunity to better understand the organisation and volunteering opportunities. Assigned Volunteer Coordinators for each area of volunteering at Hope Horizons personally contact community members that have made an expression of interest in volunteering with Hope Horizons. The Volunteer Coordinators are now well supported in their roles through the Volunteers Handbook and a volunteer centric suite of Policy and Procedures. <u>Communication:</u> Through segmentation based on volunteer roles, consistent communication is now underway across the whole volunteer team and targeted as required. This is a vast improvement on the previous unsystematic approach to communications and volunteer related records management resulting in minimal to no missed volunteer communication. A monthly newsletter template has been developed to provide regular updates post each monthly Management Committee meeting. Newsletter segments include: • Volunteer recognition from each area of volunteering (Jenny Black Cancer Wellness Centre, Hope on a Hanger retails stores and the fundraising committee Friends of Hope Horizons • Event save the date notices including the monthly volunteer morning teas • Featured client, provider and supporter stories as appropriate • Operational updates

		No post implementation survey has been conducted. Priority groups: No data is available to assess the number of First Nations, newly arrived migrants, people with a disability, vulnerable women or employment status of Hope Horizons current volunteers. Learnings: use of an LMS platform was considered within this project but following volunteer feedback it was decided that use of an LMS is not the best approach for induction and training of HH volunteers. Instead assigned Volunteer Coordinators now personally induct and train volunteers using check lists, general to all volunteers and specific to the area of volunteering chosen. Use of an LMS will be re-assessed in the coming year as systems and processes bed down and mature. In the case of software use upskilling a combination of in-built video training and in-person coaching is successfully in use. We will continue to assess and refine the most appropriate delivery mechanism for induction and training. Learnings: Provision of self-service access to information was deemed premature however a number of volunteers who have been trained as expert users of the CRM and other systems have become the go-to source of volunteer assistance in addition to the Volunteer Coordinator roles.
Objective 3. Provide structured, accessible and ongoing training for all volunteers, manager	Develop and launch online training modules covering: • Introduction to Hope Horizons. • Volunteer rights, responsibilities, and communication expectations.	Scoping work for this VMA project elucidated a number of opportunities and challenges for volunteer support and management at Hope Horizons. There was no single source of truth for volunteers and several policy and procedure deficiencies across the organisation. These were rectified in parallel with undertaking the project.

and committee members	• Standards-based training for volunteer managers and coordinators. • Leadership and governance modules with links to policies and procedures. Deliver two in-person workshops to support volunteers with low digital literacy, disability, or cultural needs. Produce captioned accessible videos and downloadable resources.	A significant delivery outcome of this project has been the development of the Hope Horizons Volunteers Handbook. This comprehensive document, modeled on Volunteering Qld principles and handbooks from other health related volunteer organisations, provides an all-in-one place information tool for volunteers. The Handbook covers volunteering opportunities at Hope Horizons, including role descriptions, what volunteers can expect at Hope Horizons, including rights and responsibilities of volunteering and links to relevant policy and procedures. The second significant body of work undertaken as part of this project was the development of required policy and procedure (appendix 2). The Hope Horizons P&P suit is now held in a central, easily accessible Sharepoint known as the *Hope Horizons Hub*. Volunteer Coordinators support volunteers in accessing and reviewing role relevant P&P as part of volunteer induction. Two in-person CRM training and policy and procedure review workshops have been scheduled for staff and the Volunteer Coordinators noting that the system is relatively intuitive. Learnings: Initial plans for volunteer induction and training included the development of multi-media materials including training videos, however volunteer feedback expressed that in-person delivery was the preferred method. This is now supported formally via the Volunteer Coordinators to ensure all volunteers receive the support and upskilling required.

Objective 4. Improve safety, compliance and development opportunities for active volunteers	Embed compliance requirements (e.g. police checks, training renewals) into the CRM–LMS, enabling automated reminders and tracking. Include accessibility and cultural-safety checks for target group volunteers. Use reporting functions to monitor participation and training completions.	Embedded compliance: Where identified as a requirement, 100% of active volunteers have up-to-date Blue Card, Police checks etc/ compliance records logged in the CRM system with settings enabled to flag when updated compliance checks are required. Volunteer Coordinators assesses volunteer relevant material to ensure accessibility and cultural-safety. Volunteer Coordinators now using the CRM to monitor participation, induction and training completion.

Attachments:

1. Hope Horizons Volunteers Handbook
2. Hope Horizons Volunteer Application and Agreement
3. Hope Horizons Hub (Policy & Procedure Suite)
4. Volunteer Communication and Engagement Email Examples
5. Project financial statement / acquittal

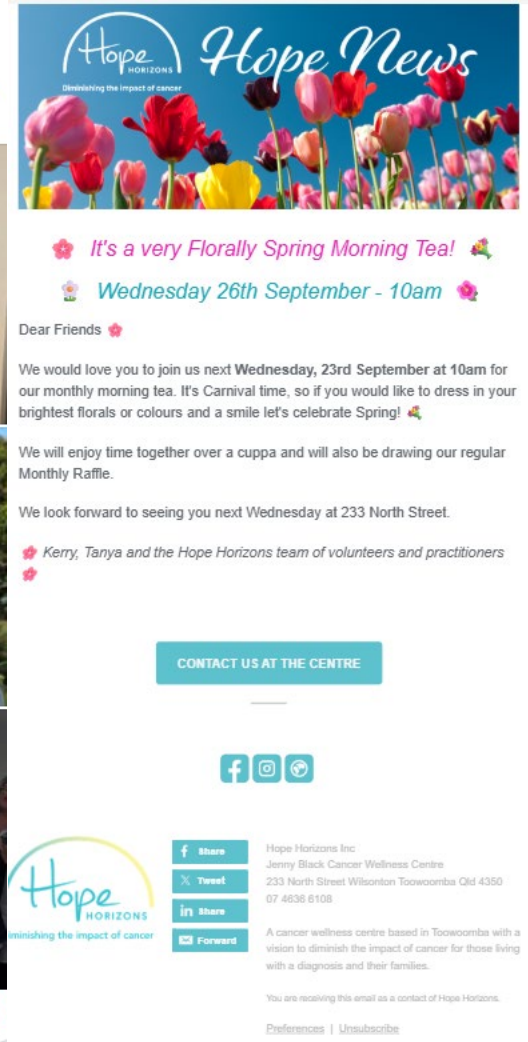
3. Hope Horizons Hub (Policy & Procedure Suite)

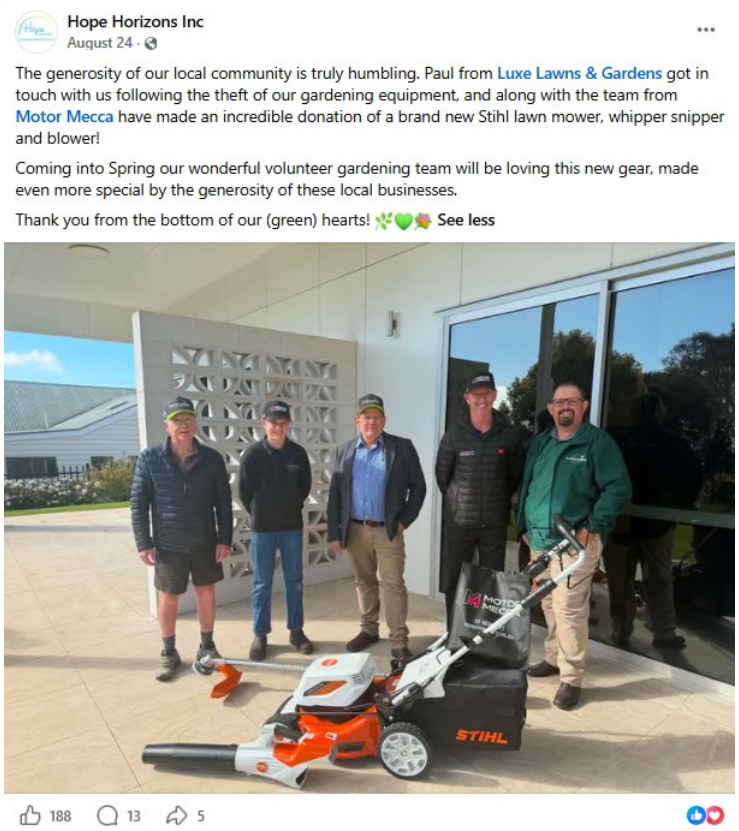
Level	Area	Doc Code	Name
POL - Policy	ACF Accounting and Finance	ACF POL01	Finance and Investment POL01.pdf
POL - Policy	ACF Accounting and Finance	ACF POL02	Delegation and Authority POL02.pdf
PRO - Procedure	ACF Accounting and Finance	ACF PR01	Procedure Submitting Receipts Non Reimbursable Purchases.pdf
PRO - Procedure	ACF Accounting and Finance	ACF PRO02	Finance and Investment Procedure ACF PRO 02 (1).pdf
PRO - Procedure	CC Client Care		Taxi Checklist.pdf
PRO - Procedure	CC Client Care		SOP Taxi.pdf

POL - Policy	CC Client Care	CC POL01	Hope_Horizons_Research_Collaboration_Policy.pdf
POL - Policy	CC Client Care	CC POL12	Safeguarding POL12.pdf
GUI - Guides	GRC Governance, Risk and Compliance	GRC GUI01	HH SharePoint Schema.xlsx
POL - Policy	GRC Governance, Risk and Compliance	GRC POL01	HH Privacy Confidentiality Policy Version 1.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC POL05	Code of Conduct POL05.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC POL13	Risk Management POL13.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC POL14	Conflict of Interests POL14.pdf
PRO - Procedure	GRC Governance, Risk and Compliance	GRC PROC06	Membership Register and Renewal Procedure PRO06.pdf
PRO - Procedure	GRC Governance, Risk and Compliance	GRC PROC08	Annual Governance and AGM Procedure PRO08.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC TOR01	MAC TOR01.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC TOR02	Friends of HH TOR02.pdf
POL - Policy	GRC Governance, Risk and Compliance	GRC TOR03	MC Charter TOR03.pdf
POL - Policy	HRT Human Resources and Training	HRT POL01	Bullying Harassment and Anti Sexual Harassment Policy.pdf
POL - Policy	HRT Human Resources and Training	HRT POL02	Equal Opportunity Policy.pdf
POL - Policy	HRT Human Resources and Training	HRT POL10	Diversity Equal Opportunity POL10.pdf
RM - Form	HRT Human Resources and Training	HRT02	Volunteer Application Agreement Form V01 July 2026.pdf
POL - Policy	WHS Workplace Health and Safety	WHS POL01	Hope Horizons Incident Report Policy.pdf
PRO - Procedure	WHS Workplace Health and Safety	WHS PR01	Hope_Horizons_Incident_Report_Procedure.pdf
RM - Form	WHS Workplace Health and Safety	WHS01	Hope Horizon Incident Report Form.pdf
			Hope Horizons Brand Guidelines 2024 (7) (1).pdf

4. Volunteer Communication and Engagement Email Examples







5. Project financial statement / acquittal

Financial Acquittal/Budget Statement - VMA Project Partnership				
	mid report		**final report**	
CRM	$ 833	$ 2,077	$ 2,910	
Project Management & Staff time (40hrs+80hrs x $120)	$ 5,000		$ 14,400	
Website & Communication development (21hrs x $120)			$ 2,520	
	$ 5,833		$ 19,830	**$ 25,663**