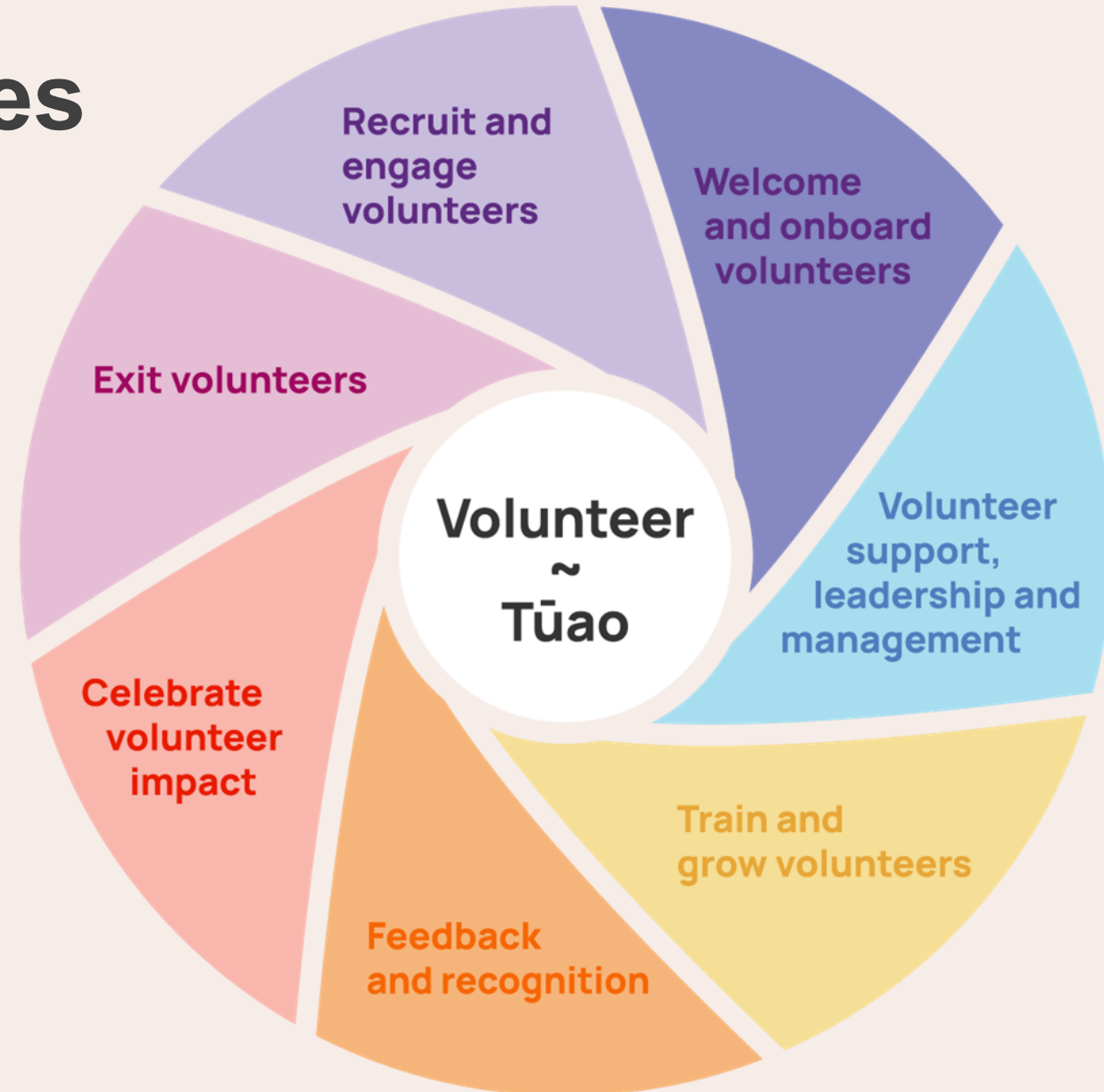


# Best Practice Guidelines

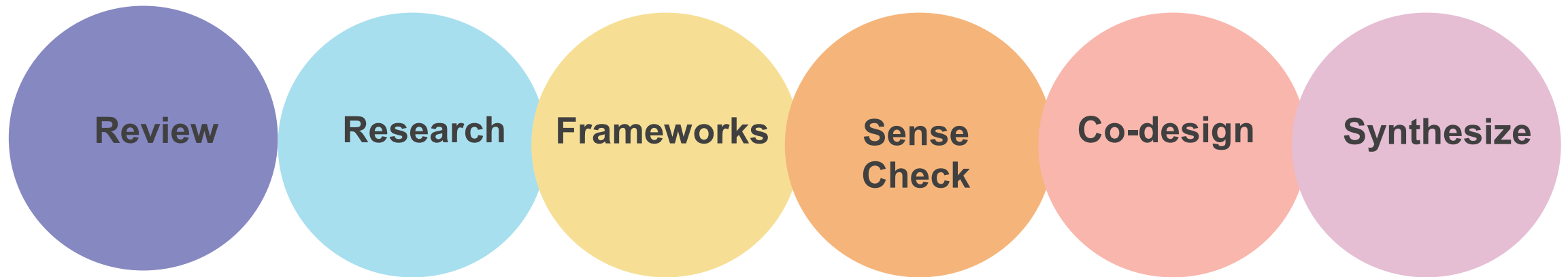
## Te Anga Whaitake

***From Guidelines to Action:  
Helping Organisations  
Improve Volunteer  
Management***





# Development process



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**With thanks to over 300 people and organisations  
who contributed to creation of our guidelines**

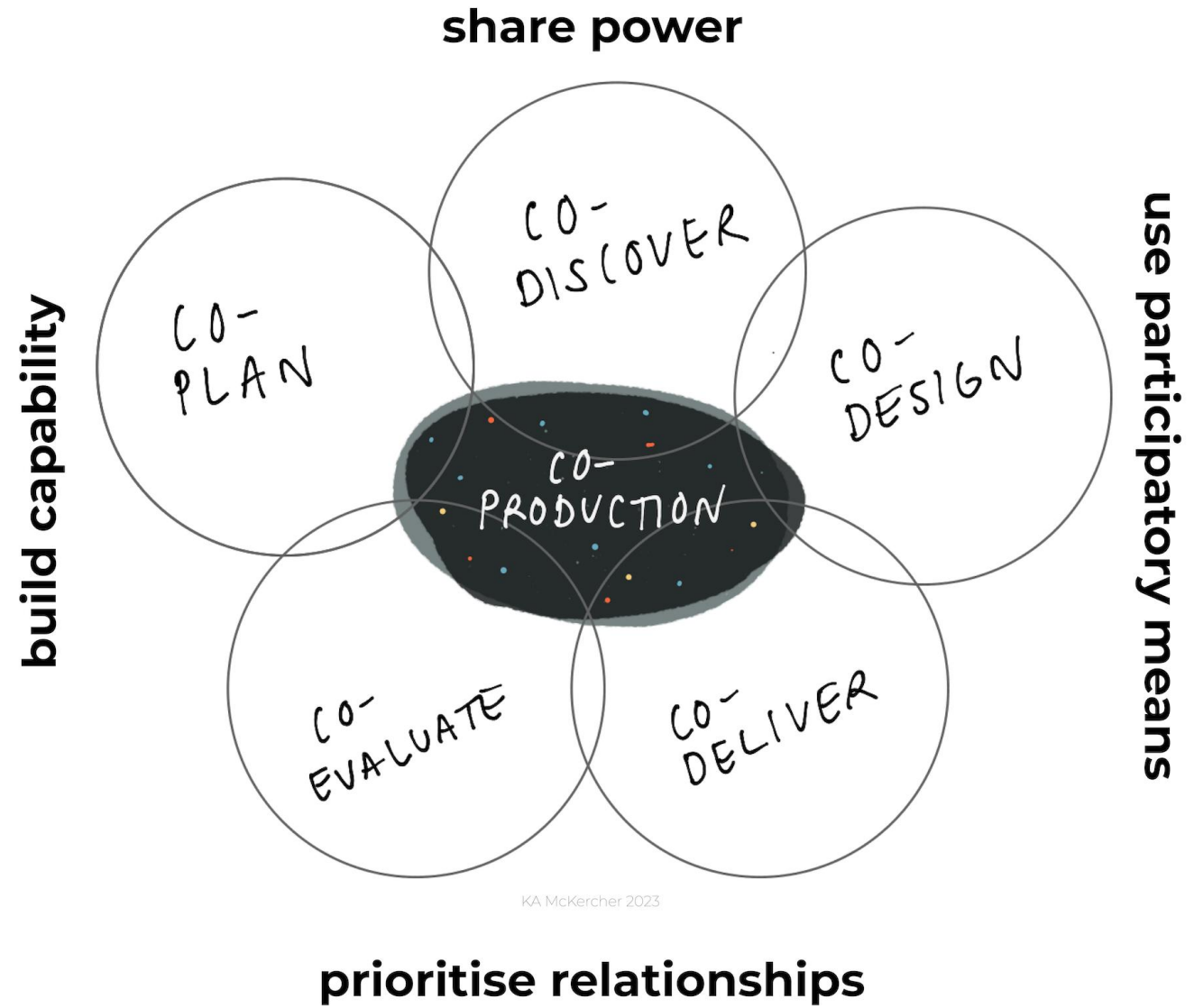


**Tūao Aotearoa**  
Volunteering New Zealand

# The volunteer lifecycle



# Co-Design



Practice area 1

## Recruit and engage volunteers



Practice area 2

## Welcome and onboard volunteers



Practice area 3

## Volunteer support, leadership and management



Practice area 4

## Train and grow volunteers



Practice area 5

## Feedback and recognition



Practice area 6

## Celebrate volunteer impact



# Who are they for?

- Organisations to identify areas of strength and areas for development
- Volunteer managers, leaders, and co-ordinators
- People providing support and advice to boards on strategic volunteer issues
- Funders and donors interested in the volunteer capability of organisations that they support
- Volunteers to know what good practice looks like.



**Practice area seven**

**Exit volunteers**



## Practice area seven

# Exit volunteers

### Principles

- Volunteering is a choice, and a volunteer may leave at a time that suits them.
- Exiting is an important part of the volunteer life cycle journey and relationships can be maintained even when the volunteer leaves the organisation.

### Volunteer needs

- To know they can leave the organisation and will be supported to do this.
- To know their succession will be proactively managed.
- To have skilled volunteer managers to assist with the transition.
- To be kept connected with the organisation if they wish.
- If they are asked to leave, that there are good processes in place.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/exit-volunteers>



# How are they used?



- Tool for advocacy – for volunteer programmes and strategic volunteer engagement.
- Reviewing or designing internal training.
- Training tool for people new to working with volunteers.
- New and young volunteers could use them as a tool to know what to expect when they volunteer.
- Assessment tool for organisation wide review of processes and policies

There are times in our lives when we all need a little bit of help...

Food for Love provides fresh home-cooked meals to families and individuals who are going through an unexpected time of need.



## Food for Love

*"Its such a valuable resource!*

*As I went through the guidelines, I saw the need for us to do a full review of our organization was doing in our volunteer space."*

**Jodie Stuart, General Manager**



LET'S HAVE AN  
**Equitable Licensing  
System FOR EVERYONE**

The Driving Change Network is committed to ensuring New Zealand's driver licensing system helps, rather than hinders the journey to work, education and training.

## Driving Change Network

*"What I found useful was to think of it as an overlay to the work we had already done and assist us to see if there were any aspects of the volunteer pathway that we had not considered that we might want to put in our guide eg. exiting a volunteer."*

**Kate Twyford, Changemakers  
Resettlement Forum**





# Fieldays NZ

- National organization
- Host a significant multi day event powered by volunteers- annually
- Great volunteer programmes and practices, but still able to get value from the BPGs.





# Bellyful NZ

*"In a time where volunteer retention is more challenging than ever, we've embraced VNZ's Best Practice Framework to help create a supportive, sustainable volunteer environment"*

**Lizzie Benyon, Supporter Care Administrator**

## WHO DO WE SERVE?

Bellyful provides meals for whānau with babies or children under 12 who are without a support network and are facing challenges such as illness, bereavement, stress, isolation pregnancy, miscarriage, or baby loss – regardless of financial situation.

## WHAT DO WE PROVIDE?

Bellyful branches depend on local volunteers to prepare and deliver meals. If a family meets the criteria and lives within a delivery zone, then referrals will be prioritised in the order they are received. Depending on meal availability, each referral may receive up to three nights of meals, feeding the primary caregiver/s and the children in their care.



## Bellyful Strategy 2025-2027



## Our goals and priorities:

How we plan to achieve our vision and mission.

# 1

### PEOPLE:

Empowered leaders,  
thriving community

We will strengthen leadership capabilities, fostering a culture where our people are engaged and thriving by:

- Providing targeted training and support structures to inspire new leaders and improve role clarity.
- Establishing clearer leadership and development pathways, including adapting Volunteering New Zealand's Best Practice Framework for Volunteer Management.
- Developing wellbeing initiatives to support our people.

# 2

### SUSTAINABILITY:

Increased capability,  
smarter operations

We will improve the efficiency and scalability of our operations and provide branches with the tools and support to meet the increasing needs of our communities by:

- Streamlining processes and improve IT systems to reduce administrative burden and provide tools to support consistent service delivery.
- Strengthening financial sustainability and operational efficiency across the organisation.
- Focusing on investing in current branches with the tools and resources needed to maximise their impact and reach within local communities. This may include expanding delivery zones, exploring satellite branches, and identifying other ways to reach targeted priority communities (e.g., Hospital NICU/SCBU/Maternity/Paediatric Wards, Women's Refuge, etc.).

# 3

### SOCIAL IMPACT:

Nourished whānau  
connected comm

We will demonstrate Bellyful's impact, ensure our work is relevant and effective, and meets community needs by:

- Clearly defining and communicating Bellyful's impact.
- Using impact data and real stories to shape how Bellyful should best meet the needs of the community in the future.

To find out more  
about Bellyful visit:  
[bellyful.org.nz](https://bellyful.org.nz)





# *Learn English with us*



English Language  
Partners

**Acknowledge that volunteers are a key enabler in achieving the 2030 strategy.**

# Our Strategy 2030

A five year strategy | January 2025 — December 2029

## Values



### Diversity

We are welcoming.

### Respect

We care, listen and respond.

### Partnership

We work together for success.

### Excellence

We value our work and aim high.

## Enablers



**Grow and diversify income**



**Build organisational resilience**



**Invest in digital transformation**



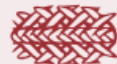
**Strengthen the volunteer programme**

## Strategic goals



Goal one

**Support those who need us most**



Goal two

**Increase learner success**



Goal three

**Enhance academic delivery**

## Learner outcomes



**Economic**



**Social**



**Cultural**



**Environmental**

## Vision

Former refugees and migrants settle well and succeed in Aotearoa New Zealand.

Our vision is a cohesive society where our learners can settle well and achieve their goals. This includes feeling safe, a sense of belonging and being able to participate in and contribute to all aspects of life.

## Our purpose

We help people learn English to settle, work and succeed.

We teach English to people from refugee and migrant backgrounds, providing excellent English language education in context for everyday life and work.

Many cultures use harakeke kete (flax baskets) to store everyday items like food. In te ao Māori, a kete also symbolises a container of knowledge and wisdom. To make a kete, harvest and prepare harakeke, weave a strong braid for the backbone, then continue to weave the rest of the kete.



# Best Practice Guidelines

Volunteering requires leadership, and leaders of volunteers need the right tools to do their job. Volunteering New Zealand led a review of Volunteer Best Practice Guidelines (BPGs) published in June 2023.



**“When you’re a volunteer service within a professional organisation, the Volunteer Best Practice Guidelines give you permission to refer to best practice... “It helps clinical staff to understand the volunteer service isn’t some kind of amateur hour; we too have professional guidelines.”**

– Chris Atkinson, Volunteer Advisor  
Health New Zealand Te Whatu Ora Waikato

**“At the bi-annual IHC team meeting, coordinators had a useful session benchmarking ourselves regionally and nationally against the Best Practice Guidelines. This very useful tool showed where our strengths are and areas of growth.”**

– Leon Hartnett  
Volunteer Coordinator Invercargill, IHC New Zealand

## Best Practice Guidelines

Volunteering requires leadership, and leaders of volunteers need the right tools to do their job. Volunteering New Zealand led a review of Volunteer Best Practice Guidelines (BPGs) published in June 2023.



## What have we been doing

- Survey of volunteer leaders and managers 2022 and 2024
- Peer to peer and formal mentoring programmes, connecting for leaders of volunteers.
- Training and workshops based on the BPGs - free online, or low cost face to face.
- Annual Volunteering Leadership Hui.
- Maintain free online tools and resource hub.
- Just released summary videos for each of the 7 BPG areas.

# Volunteering New Zealand



## Why invest in Volunteer Management? Theory of Change

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### Context



#### Inputs

- VMs learn on the job
- VMs are siloed
- VMs are under-resourced and under pressure
- Volunteering is changing from episodic

### What we do



#### Activities

- Financial
- Training programmes
- Workshops, conferences
- Mentoring opportunities
- Access to relevant resources

### Change we see



#### Outputs

- Build skills and knowledge
- Grow leadership abilities
- Grow confidence
- Expand network

### Difference it makes



#### Outcomes

- Enhanced volunteer engagement
- Improved volunteer impact
- Strengthened NFP capacity
- Enhanced volunteer

### Long term benefits



#### Impact

- Greater community impact
- Sustainable volunteer engagement

Link in slide, click on slide.



Sep  
17

## Best Practice Guidelines

Workshop for volunteer managers

Training

### Best Practice Guidelines workshop Nelson



Come along to this interactive session, where you will be learning more about the Best Practice Guidelines and what other organisations do well in each area.



Nov  
05

## Best Practice Guidelines

Workshop for volunteer managers

Training

### Best Practice Guidelines workshop - Christchurch



Come along to this interactive session, where you will be learning more about the Best Practice Guidelines and what other organisations do well in each area.

November 5, 2025

# Best Practice Guidelines for small volunteer organisations and events

Supporting informal, local, and event-  
based volunteering in Aotearoa



Link in slide, click on slide.



# Best Practice Resource Hub

Access resources, templates and policies.

## Resource Hub

Link in slide, click on slide.



Celebrate volunteer impact

### 15 ways to celebrate National Volunteer Week ↗

National Volunteer Week honours the collective energies and mana of all our volunteers in Aotearoa. Volunteering New Zealand leads the week and encourages all volunteer-involving organisations to celebrate their volunteers.



Celebrate volunteer impact

### How to measure volunteer impact ↗

Nonprofits that are able to strategically measure volunteer impact can better understand the true value of their supporters and identify new opportunities for program growth.



Celebrate volunteer impact

### Measuring volunteer impact ↗



Celebrate volunteer impact

### Te Pūaha Talks – an introduction to ↗




# Volunteering New Zealand







@VolunteerNZ · 220 subscribers · 123 videos

Volunteering New Zealand (VNZ) is an association of New Zealand organisations that hav...more

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## Videos

 Tūao Aotearoa Volunteering New Zealand 3:14	 Tūao Aotearoa Volunteering New Zealand 3:43	 Tūao Aotearoa Volunteering New Zealand 3:26	 Tūao Aotearoa Volunteering New Zealand 4:47	 Tūao Aotearoa Volunteering New Zealand 4:38	 Tūao Aotearoa Volunteering New Zealand 5:30
Best Practice Guidelines 7: Exit volunteers No views · 1 day ago CC	Best Practice Area 6: Celebrate volunteer impact 4 views · 1 day ago CC	Best Practice Guidelines 5: Feedback and recognition 1 view · 1 day ago CC	Best Practice Guidelines 4: Train and grow volunteers No views · 1 day ago CC	Best Practice Guidelines 3: Volunteer support, leadersh... No views · 1 day ago CC	Best Practice Guidelines 2: Welcome and onboard... 2 views · 1 day ago CC

[VNZ YouTube Playlist: BPG 1-7](#)

# Volunteer Managers' Mentoring Programme



**Tūao Aotearoa**  
Volunteering New Zealand



# Questions?

Thank you for coming today! Please be in touch with questions, feedback and any great resources you may have to share:

[www.volunteeringnz.org.nz](http://www.volunteeringnz.org.nz)

[Michelle@volunteeringnz.org.nz](mailto:Michelle@volunteeringnz.org.nz)



**Tūao Aotearoa**  
Volunteering New Zealand



# Volunteering Changemakers **Hui 2025**

LEADING CHANGE TOGETHER

**9–10**  
**October**  
**AUCKLAND**



Practice area one

# Recruit and engage volunteers



## Practice area one

# Recruit and engage volunteers

### Principles

- There is a positive approach to diversity, inclusion and equity and a proactive approach to making volunteering accessible so that volunteers reflect communities that organisations serve.
- An inclusive, consistent, and robust recruitment process is used.

### Volunteer needs

- Easy access to the information about the role, the organisations and recruitment process.
- To have a welcoming and positive experience.
- To feel they can be their full selves within the organisation.
- To have their needs and interests understood (including those with disability).
- Clarity on what is required to volunteer with the organisation
- A timely, seamless, engaging recruitment experience.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/recruit-and-engage-volunteers>



Practice area two

# Welcome and onboard volunteers



## Practice area two

# Welcome and onboard volunteers

### Principles

- People, policies and procedures have been put in place to ensure volunteers are welcome, trained and inducted appropriately.

### Volunteer needs

- To feel welcomed and appreciated for who they are and what they bring.
- To understand the organisation's kaupapa and ensure it's a good fit for them.
- Clear expectations of the role requirements and the skills and training required.
- To communicate their needs and preferences, including any access needs.
- To understand how to navigate the organisation, including organisational culture, and how its volunteer systems work.
- To feel socially connected with the organisation (Whanaungatanga).
- To be assured of confidentiality/ privacy as appropriate.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/welcome-and-onboard-volunteers>



Practice area three

# **Volunteer support, leadership and management**



## Practice area three

# Volunteer support, leadership & management

### Principles

- Any volunteering activity should include appropriate leadership and resourcing: a strong and dynamic volunteer programme needs a supported and resourced manager.
- People with responsibility for volunteers have sufficient resources and training to do their job.

### Volunteer needs

- To have their needs and preferences understood.
- To be supported to fulfil and grow in their roles.
- To be kept engaged and feel part of the organisation.
- To have the support of knowledgeable, skillful, and confident volunteer managers.
- To know they are making a meaningful contribution.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/volunteer-support-leadership-and-management>





Practice area four

# **Train and grow volunteers**



## Practice area four

# Train and grow volunteers

### Principles

- There is no volunteering activity without leadership and appropriate resourcing.
- Volunteers are leaders: they are empowered to work independently, make decisions and resolve issues relating to their work.

### Volunteer needs

- To have training that aligns with their aspirations and needs as individuals and to increase satisfaction with volunteering
- To have training delivered in a way that meets their needs
- To have well-structured training, aligned to the role
- To know there are systems, technology, and spaces to facilitate high quality training, and to have a record of training
- To be supported as they grow and develop

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/train-and-grow-volunteers>



**Practice area five**

# **Feedback and recognition**



## Practice area five

# Feedback and recognition

### Principles

- Volunteers give and receive feedback and receive recognition appropriate to their unique self.
- The value and impact of volunteer contributions are understood and acknowledged within the organisation and communicated to the volunteer.
- Contributions of volunteers are acknowledged using a range of recognition tools and activities that reflect the needs of the volunteer.

### Volunteer needs

- To know the processes used to recognise volunteers.
- To have a range of methods/ options to be recognised.
- To communicate their needs and feedback preferences.
- To have feedback and recognition tailored to the individual.
- To have a broad range of feedback options to match their preferences.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/feedback-and-recognition>



**Practice area six**

**Celebrate volunteer  
impact**



## Practice area six

# Celebrate volunteer impact

### Principles

- Volunteer contribution and impact is acknowledged and celebrated in ways that are meaningful to the volunteer
- Volunteers impact on the activities of the organisation and their contribution makes a difference.

### Volunteer needs

- To see the impact of their work inside and outside the organisation.
- To know the value of the work of volunteers is measured and reported on.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/celebrate-volunteer-impact>



**Practice area seven**

**Exit volunteers**



## Practice area seven

# Exit volunteers

### Principles

- Relationships are at the heart of volunteer engagement and involvement.
- Volunteering is a choice, and a volunteer may leave at a time that suits them. This relationship should be maintained even when the volunteer leaves. Exiting is an important part of the volunteer life cycle model.

### Volunteer needs

- To know they can leave the organisation and will be supported to do this.
- To know their succession will be proactively managed.
- To have skilled volunteer managers to assist with the transition.
- To be kept connected with the organisation if they wish.
- If they are asked to leave, that there are good processes in place.

LINK: <https://www.volunteeringnz.org.nz/best-practice-guidelines/exit-volunteers>