# Welfare Review Submission Template

## Pillar One: Simpler and sustainable income support system

Changes to Australia’s income support system over time have resulted in unintended complexities, inconsistencies and disincentives for some people to work. Achieving a simpler and sustainable income support system should involve a simpler architecture, a fair rate structure, a common approach to adjusting payments, a new approach to support for families with children and young people, effective rent assistance, and rewards for work and targeting assistance to need.

### Simpler architecture

**Page 42 to 52** of the Interim Report considers the need for a simpler architecture for the income support system. The Reference Group proposes four primary payment types and fewer supplements. The primary payment types proposed are: a Disability Support Pension for people with a permanent impairment and no capacity to work; a tiered working age payment for people with some capacity to work now or in the future, including independent young people; a child payment for dependent children and young people; and an age pension for people above the age at which they are generally expected to work.

In shaping the future directions for a simpler architecture the Reference Group would like feedback on:

* What is the preferred architecture of the payment system?
* Should people with a permanent impairment and no capacity to work receive a separate payment from other working age recipients?
* How could supplements be simplified? What should they be?
* What are the incremental steps to a new architecture?

| Prior to determining the architecture of a system it is important to determine the purpose of the payment system and its intended outcomes. A simple analogy would be that an architect would understand whether a house is for 2 or 7 people to live in before designing the number or size of the bedrooms.  The focus on a ‘payment system’ immediately frames the question within the current Social Security Act 1991. A more reformative view of the welfare system focussed on the long term economic gains/risks for Australia relies on developing a system that is ‘fit for purpose’.  In contemporary Australia there should be no question that social inclusion means the whole of society has equal opportunities for participation and success. For the social support system to be sustainable, effective and coherent, encouraging people to work to their capacity, the architecture that this system is based upon must be outcomes focused. Using a simple outcomes framework that all people are healthy, participating, earning or learning and can support their material basics, this can be aligned to a lifecycle approach.  Through considering the need to incentivise success at the critical points of social mobility (such as, early years of development; school readiness; secondary school education attainment; the choice of options at 16; gaining a place at TAFE/University; getting into or on in the labour market) the social security support systems become more relevant for contemporary Australia.  This then enables the architecture to facilitate life chances at each of these transition points. For example, all people at all times need to be able to meet their basic material needs (housing, food, clothing) but other needs vary at different times (e.g. a ‘material basic’ for any job seeker is access to the internet and a telephone, while for a school student might be the uniform and resources to attend school).  Twenty years of policy implementation in the USA and UK provide little evidence of the effectiveness of punitive reforms, and an architecture that tilts the balance to ‘carrot’ rather than ‘stick’ will achieve greater long term outcomes for the country. |
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### Fair rate structure

**Page 55 to 60** of the Interim Report considers changes that could be considered to rates of payment for different groups. In shaping the future directions for a fairer rate structure the Reference Group would like feedback on:

* How should rates be set, taking into account circumstances such as age, capacity to work, single/couple status, living arrangements and/or parental responsibilities?

| Good Beginnings has limited exposure to rates of payment so is not able to make any specific comment on these components of the report, other than to note that through defining the overarching outcomes and therefore the basics required by individuals in life phases will inform payment amounts. |
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### Common approach to adjusting payments

**Page 60 to 64** of the Interim Report considers a common approach to adjusting payments to ensure a more coherent social support system over time. In shaping the future directions for a common approach to maintaining adequacy the Reference Group would like feedback on:

* What might be the basis for a common approach to adjusting payments for changes in costs of living and community living standards?

| Good Beginnings has limited exposure to rates of payment so is not able to make any specific comment on these components of the report, other than to note that through defining the overarching outcomes and therefore the basics required by individuals in life phases will inform the most appropriate way to respond to payment adjustments. |
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### Support for families with children and young people

**Page 65 to 68** of the Interim Report considers how the payments could be changed to improve support to families with children and young people. In shaping the future directions for support for families with children and young people the Reference Group would like feedback on:

* How can we better support families with the costs of children and young people to ensure they complete their education and transition to work?
* In what circumstances should young people be able to access income support in their own right?

| As a nation we all do better when everyone in the country is healthy, earning/learning, participating, and has material basics. In adopting this Overarching Outcomes framework (covering pre-birth to seniors) it is then possible to define critical predictive factors for long term gain.  For example it is well accepted that maternal health, quality child care, readiness for school, literacy/numeracy at key stages are strong predictors of the future economic participation of a child. The payments structure should be considered within the wider context of the other barriers and incentives to provide for children’s needs and be able to be adapted to those environmental factors. Good Beginnings offers an example of how basing decisions at the local (Micro) level whilst maintaining an overarching outcomes approach (Macro) can be achieved at a national scale. We commend approaches such as the *State of East Gippsland’s Children and Young People* report as a model to be considered (http://www.goodbeginnings.org.au/families/wellbeing-of-children-youth-initiative). The work behind such a structure entails joining up existing outcomes at a local and a national population level. This then enables an understanding of appropriate responses; for example, this report identified an area where low pre-school attendance related to the 2 hour travel time to pre-school. No payments system (whether incentive or penalty based) would have addressed the infrastructure gap that was reducing long term outcomes for those children.  A key lever in adopting early intervention and prevention measures is to respond to the cultural influences of inequality. Poor population health weakens society’s confidence and resilience and its capacity to deal with the challenges of a modern world. By tackling the cultural causes of ill health (diseases of affluence and modernity) through incentives and payments there will be improved support for families with children and young people. For example, incentive support for childhood vaccination, participation in sporting activity, healthy eating will all serve good health and economic outcomes for Australia. Achieving good health (including mental health) outcomes is critical to ensuring a productive workforce and has been the driver behind many business workforce initiatives. An incentive structure to promote childhood health will not only reduce future health costs for Australia but will also provide a ‘work ready’ future workforce.  It is acknowledged that these comments go beyond the scope of a payments system, precisely because the payment system is contextualised in a larger context of available resources.  The increasing mobility of the population and changes in family structures that have been well documented needs to be addressed in any payment structure that is designed. Factors to be considered for income support in the context of the intended overarching outcomes need to include:   * Work availability * Local social connections and support (e.g. a young person who can live with family requires less support than one who leaves a country town to attend university) * The resources of those local connections and support * Risk of further disengagement due to unstable family support * Risk of repeating cycles of disadvantage * Their own caring responsibilities (e.g. young parents and those caring for their own parents) * Other external contributing factors that might aid or detract from achieving outcomes for individuals   Consideration also needs to be given to the role played by family/community members outside the immediate biological family, as often grandparents or other kinship carers play an important caring role often with limited financial support. The role of these carers is often critical in enabling the best outcomes for the children, but can come at a significant personal cost for the individual. |
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### Effective rent assistance

**Page 68 to 71** of the Interim Report considers Rent Assistance and suggests a review to determine the appropriate level of assistance and the best mechanism for adjusting assistance levels over time. In shaping the future directions for Rent Assistance the Reference Group would like feedback on:

* How could Rent Assistance be better targeted to meet the needs of people in public or private rental housing?

| Good Beginnings has limited exposure to rent assistance so is not able to comment on these components of the report. |
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### Rewards for work and targeting assistance to need

**Page 72 to 78** of the Interim Report considers changes to means testing for improved targeting to need and better integration of the administration of the tax and transfers systems to improve incentives to work. In shaping the future directions for rewards for work and targeting assistance to need the Reference Group would like feedback on:

* How should means testing be designed to allow an appropriate reward for work?
* At what income should income support cease?
* What would be a simpler, more consistent approach to means testing income and assets?

| Good Beginnings has limited exposure to incentives to work targets so is not able to comment on these components of the report. Again clearly articulated outcomes for all people would provide a framework within which to determine appropriate boundaries. |
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## Pillar Two: Strengthening individual and family capability

Reforms are needed to improve lifetime wellbeing by equipping people with skills for employment and increasing their self-reliance. To strengthen individual and family capability changes are proposed in the areas of mutual obligation, early intervention, education and training, improving individual and family functioning and evaluating outcomes.

### Mutual obligation

**Page 80 to 85** of the Interim Report considers more tailored and broadening of mutual obligation and the role of income management. In shaping the future directions for mutual obligation the Reference Group would like feedback on:

* How should participation requirements be better matched to individual circumstances?
* How can carers be better supported to maintain labour market attachment and access employment?
* What is the best way of ensuring that people on income support meet their obligations?
* In what circumstances should income management be applied?

| The success of mutual obligation is critically dependent on the leadership of the Australian Government taking an anticipatory governance frame to deal with the complex problems that are impacted by the welfare system. This requires thinking beyond partisan approaches and moving to an agreed, shared set of Overarching Outcomes for all people that can guide decision making and adjusting levers over a longer term horizon.  Australia will only be able to observe the full impact of the Foundation Years (age 0-3) in the 2040s when the under-threes of today have reached their full potential in the labour market - it is complex and therefore calls for the ability to draw ‘knowledge to action’. The complex problems that contribute to the ultimate outcomes for children are the result of concurrent interactions among multiple systems of events. Unlike linear problems (which provides the frame of thinking for the Social Security Act 1991), complex challenges cannot be permanently resolved because they continuously mutate. Instead they must be set within an outcomes frame with an ability to provide multiple resolutions that flex and change regularly.  ‘Mutual obligation’ provides a perfect pathway to design support systems within an Overarching Outcomes Framework that is based on the lifecycle. The payments component is only one available lever to consider. The participation by carers in the workforce is often limited by the available of flexible work in local areas. Working hours have a direct impact on child development through the availability of carers to participate in school and family life. Supporting business to understand the value and be able to practically implement flexible work practices will achieve more than punitive responses that fail to acknowledge the barriers in place.  The initial (Dept. Social Services) evaluation of income management identified the importance of treating it as a tool in the ‘toolbox’ of responses to family challenges. Good Beginnings’ anecdotal experience would reinforce this finding – income management is an effective tool when a family can choose use it as part of its budget management practices, but external/paternalistic imposition of such a tool drives behaviours that seek to ‘work around’ the restrictions. In this way it would seem a simple solution would be for income management to be available to families in all parts of Australia, to be used in a suite of support initiatives to respond to those individual family challenges. This immediately has a secondary benefit of eradicating public debate about discriminatory practices by making it location based. |
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### Early intervention

**Page 85 to 88** of the Interim Report considers risked based analysis to target early intervention and investment and targeting policies and programmes to children at risk. In shaping the future directions for early intervention the Reference Group would like feedback on:

* How can programmes similar to the New Zealand investment model be adapted and implemented in Australia?
* How can the social support system better deliver early intervention for children at risk?

| The principles of the New Zealand investment model of taking a risk based and early intervention approach to supporting job seekers appear to have some merit, except that its focus starts with young job seekers rather than the intervention critical to start for the 0-3 year age group. New Zealand represents one of the many global models and it always makes sense to learn from other applications, while considering the unique features and increased complexity of the Australian landscape, notably the differing responsibilities of the Commonwealth and the States/Territories in the prevention of childhood risk.  In the absence of an overarching outcomes framework (and contrary to the International Convention of Children’s Rights) that defines children’s wellbeing (more than just the absence of risk) and sets goals towards improvement there are significant gaps in the ability to comment on whether the New Zealand (or any other international) model may work, as the goals are ill defined.  It is imperative that such a wellbeing framework be used to inform substantial welfare reform. There are a number of frameworks that have started to be developed, and could be adopted by the Commonwealth without the need to ‘create’ one from scratch. The Australian Research Alliance for Children and Youth (ARACY) ‘NEST’ outcomes framework, Victorian and Queensland frameworks are but three examples.  Such a framework then provides some goals and measures that can guide welfare reform and more importantly, measure the outcomes achieved by the changes, enabling further modification as a feedback loop is created. |
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### Education and Training

**Page 89 to 90** of the Interim Report considers the need for a stronger focus on foundation skills in both schools and vocational education and training, and on transitions from school to work. In shaping the future directions for education and training the Reference Group would like feedback on:

* What can be done to improve access to literacy, numeracy and job relevant training for young people at risk of unemployment?
* How can early intervention and prevention programmes more effectively improve skills for young people?
* How can a focus on ‘earn or learn’ for young Australians be enhanced?

| There are 3 critical yet aligned measures that can increase the literacy, numeracy and job relevant training:   1. Ensuring school readiness: Of greatest priority is early intervention, not at age 15 or 16, but at age 0-3. The investment that Australia makes now in ensuring the school readiness of children born today will pay a 17-fold return (Head Start study, USA). School readiness has a strong predictive factor for future economic participation of children. 2. Access to high quality education: Finland became a leader in education not by focusing on education measures but through commitment to the broad outcome ‘that every child had access to a good education’. This is not measured through a culture of testing but by the wellbeing outcomes achieved when schools, families and communities work together to make a difference for children. The Gonski Report recommendations are commended as a truly reformative approach to this challenge. 3. Addressing health and social inequities: Education can have endless funds put towards it but until the ‘social ill health’ inequalities such as mental health are dealt with the negative trend will continue. There is sound evidence that the social determinants of health contribute to learning outcomes and the degree of their contribution is likely to be underestimated. Literacy and numeracy does not develop in an environment of child or parental ill health.   In Good Beginnings’ experience young people want to learn and earn, and the measures above provide strategies that prevent disengagement from occurring. The Sydney Alliance ‘Working Start’ project, of which Good Beginnings has played a part, provides a good example of the shared efforts of young workers, supporting organisations and employers that are required to achieve success. Any ‘welfare’ reform intervention that presumes to exclude one of those levers is limiting its likelihood of success. |
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### Improving individual and family functioning

**Page 90 to 93** of the Interim Report considers cost effective approaches that support employment outcomes by improving family functioning and the provision of services especially to people with mental health conditions to assist them to stabilise their lives and engage in education, work and social activities. In shaping the future directions for improving individual and family functioning, the Reference Group would like feedback on:

* How can services enhance family functioning to improve employment outcomes?
* How can services be improved to achieve employment and social participation for people with complex needs?

| At risk of repeating statements already made the support system needs to be able to provide support at varying levels within complexity. This is difficult to be developed if an overarching outcomes framework for the life cycle transitions has not been established. Any steps taken without this overarching outcomes framework will simply repeat the existing structure – under a different name. Good Beginnings commends the Government for taking this welfare reform in hand and welcomes any further steps being made to develop an overarching outcomes framework and keen to assist in its development. |
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### Evaluating outcomes

**Page 93** of the Interim Report considers improved monitoring and evaluation of programmes aimed at increasing individual and family capability to focus on whether outcomes are being achieved for the most disadvantaged. In shaping the future directions for evaluating outcomes the Reference Group would like feedback on:

* How can government funding of programmes developing individual and family capabilities be more effectively evaluated to determine outcomes?

| If an overarching outcomes framework is established there creates an obligation for all programmes to demonstrate that they are contributing to both short and long term measures. This must allow for both bottom up and top down planning, and short and long term measures.  Some work has been done already in the child and family sector, and organisations such as Good Beginnings are willing to share their learning. Good Beginnings (and others) have contributed to a range of working parties to assist in developing this framework and is most willing to continue this dialogue. At a Micro level Good Beginnings has aligned local outcomes in 20 unique communities to a national outcomes framework that is monitored and reported by the whole organisation.  An example of one possible approach is presented in the Good Beginnings Wellbeing of Children Report – pilot completed in East Gippsland (http://www.goodbeginnings.org.au/families/wellbeing-of-children-youth-initiative). It should be noted that it was not the data collation in the report in and of itself that has enabled more effective working, but rather the involvement of all levels of the community in the design and planning of intervention. This local ownership and opportunities for community driven initiative provide a platform for sustainable success.  An international example of what can be achieved when social mobility outcomes/indicators are based on the lifecycle approach is detailed in a recent publication from the UK highlighting the importance of early intervention and a non-partisan approach. <Http://www.wavetrust.org/our-work/publications/reports/1001-critical-days-importance-conception-age-two-period>. |
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## Pillar Three: Engaging with employers

Employers play a key role in improving outcomes for people on income support by providing jobs. Reforms are needed to ensure that the social support system effectively engages with employers and has an employment focus. These reforms include making jobs available, improving pathways to employment and supporting employers.

### Employment focus – making jobs available

**Page 95 to 100** of the Interim Report considers what initiatives result in businesses employing more disadvantaged job seekers. In shaping the future directions for making jobs available the Reference Group would like feedback on:

* How can business-led covenants be developed to generate employment for people with disability and mental health conditions?
* How can successful demand-led employment initiatives be replicated, such as those of social enterprises?

| Good Beginnings has limited exposure to these structures and is not able to comment on these components of the report.  However, as an employer itself, Good Beginnings acknowledges the time and effort required to invest in supporting inexperienced staff, and would participate in opportunities where it could contribute to increasing the capacity of the available workforce. |
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### Improving pathways to employment

**Page 101 to 107** of the Interim Report considers the different pathways to employment for disadvantaged job seekers such as vocational education and training and mental health support models. In shaping the future directions for improving pathways to employment the Reference Group would like feedback on:

* How can transition pathways for disadvantaged job seekers, including young people, be enhanced?
* How can vocational education and training into real jobs be better targeted?
* How can approaches like Individual Placement and Support that combine vocational rehabilitation and personal support for people with mental health conditions be adapted and expanded?

| Good Beginnings has limited exposure to pathways to employment and is not able to comment on these components of the report. |
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### Supporting employers

**Page 108 to 110** of the Interim Report considers what can be done to support employers employ more people that are on income support including better job matching, wage subsidies and less red tape. In shaping the future directions for supporting employers the Reference Group would like feedback on:

* How can an employment focus be embedded across all employment and support services?
* How can the job services system be improved to enhance job matching and effective assessment of income support recipients?
* How can the administrative burden on employers and job service providers be reduced?

| Good Beginnings has limited exposure to job matching and wage subsidies so is not best able to comment on these components of the report. |
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## Pillar Four: Building community capacity

Vibrant communities create employment and social participation for individuals, families and groups. Investments by government, business and civil society play an important role in strengthening communities. Also, access to technology and community resilience helps communities build capacity. Building community capacity is an effective force for positive change, especially for disadvantaged communities.

### Role of civil society

**Page 112 to 116** of the Interim Report considers the role of civil society in building community capacity. In shaping the future directions for the role of civil society the Reference Group would like feedback on:

* How can the expertise and resources of corporates and philanthropic investors drive innovative solutions for disadvantaged communities?
* How can the Community Business Partnership be leveraged to increase the rate of philanthropic giving of individuals and corporates?
* How can disadvantaged job seekers be encouraged to participate in their community to improve their employment outcomes?

| Within the context of an overarching outcomes framework it is Good Beginnings’ experience that local communities understand their own needs and priorities. If funding was directed through these outcomes with hard evidence of collaboration efforts can be directly focused to meet the community’s needs. The welfare reform is an opportunity to establish the currently missing overarching outcomes framework.  Good Beginnings being part of civil society is keen to ensure that collaboration is key to achieving outcomes and funding distribution. Through pairing the skills and contributions of business, philanthropy and the community sector there are many opportunities to leverage the combined skills.  Many corporate and philanthropic investors are well placed to support responding initiatives due to their willingness to consider innovative approaches; however a key limitation (with some small exceptions) tends to be the short term nature of these investments. To ensure that a cohort of children is school ready requires a minimum 5 year investment (age 0-5) and this assumes the intervention does not require adjustments during implementation. Ideally 10-15 year investments are the minimum timelines that should be considered. Willingness to encourage alternate impact investing models should be encouraged and facilitated. There are opportunities for the Government to support such initiatives through the provision of appropriate regulatory structures.  The success of workplace giving as a low cost, stable income source for community programs should be leveraged and the Community Business Partnerships panel should consider such opportunities as:   * Providing for ‘opt-out’ giving arrangements, * Mobile and text giving * Mutual skill sharing (e.g. many community organisations have significant skill and capacity in staff and volunteer management and would willingly share/mentor business managers in these areas of leadership)   Volunteering and community participation is not only a contributor to, but dependent on, individual wellbeing. All welfare initiatives that provide positive reinforcement for proactive behaviours and create opportunities for social connection will have the mutual benefit for individual and community. Studies suggest that volunteers who participate in family support programs such as the Volunteer Family Connect program (developed as a collaboration between Good Beginnings, The Benevolent Society, Karitane and the UNSW) experience positive outcomes such as increased knowledge and skills, a stronger sense of social cohesion, reduced loneliness and isolation, and an improved sense of purpose and confidence.[[1]](#endnote-1),[[2]](#endnote-2)Volunteers report a strong sense of satisfaction and a willingness to remain in the volunteer role for an extended period of time.[[3]](#endnote-3),[[4]](#endnote-4)  The experience of the partner organisations is that volunteers also gain valuable work experience and in some instances have gained paid employment as a result of their participation in the program. |
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### Role of government

**Page 116 to 120** of the Interim Report considers the role of government in building community capacity. In shaping the future directions for the role of government the Reference Group would like feedback on:

* How can community capacity building initiatives be evaluated to ensure they achieve desired outcomes?
* How can the income management model be developed to build community capacity?

| Developing and implementing an overarching outcomes framework provides a clear structure in order to measure the effects not only of community capacity building programs, but of any initiatives that are undertaken. As stated in responses to previous questions, initiatives such as the *State of East Gippsland’s Children and Young People* provide a locally informed indicator framework for monitoring success of initiatives.  Australia is part of the NEW Synthesis [www.nsworld.org](http://www.nsworld.org); a model that encourages government to take a broader mental map to the role of government in society. This model provides a platform to mobilise an overarching outcomes framework using three main thrusts: Positioning; leveraging; engaging. |
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### Role of local business

**Page 121 to 123** of the Interim Report considers the role of local business in building community capacity. In shaping the future directions for the role of local business the Reference Group would like feedback on:

* How can communities generate opportunities for micro business to drive employment outcomes?
* How can mutuals and co-operatives assist in improving the outcomes for disadvantaged communities?

| The role of business in achieving effective welfare reform is vast and goes beyond micro business, mutuals and cooperatives. The national and international growth agenda is dependent on an effective business community creating new jobs. That business community needs to have confidence that when jobs are created the skilled workforce is ready and available.  This requires thinking beyond the short term timelines that many businesses find themselves driven to and considering the workforce of the future. Intergenerational reports from as long as 15 years ago have identified the need to increase the participation of the available workforce – this must include ensuring that children (future workers) are ready.  Good Beginnings calls on Business to play a part in looking after Australia’s future generation – the children. A consideration of the impact on children in all decisions is critical, and this creates a role for government in maintaining an appropriate level of oversight and regulation. While often going unnoticed, issues such as retail trading hours and penalty rates are a family issue – the expense challenges for business need to be considered in the context of the availability of parents to provide a home environment that is conducive to learning in the future. There is a need to do more to protect the growing commodification of childhood and indoctrination of young people into an unhealthy unsustainable lifestyle. Businesses committed to their own and Australia’s sustainability will embrace these challenges. |
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### Access to technology

**Page 124 to 125** of the Interim Report considers access to affordable technology and its role in building community capacity. In shaping the future directions for access to technology the Reference Group would like feedback on:

* How can disadvantaged job seekers’ access to information and communication technology be improved?

| Good Beginnings has limited exposure to job seekers access to technology so is not able to comment on these components of the Report.  However, early investment consideration needs to be given to ensuring that all children develop digital literacy and can use technology proactively (not just passively in the form of ‘watching’). This is another area of early learning that needs to be considered to ensure long term outcomes for the next generation of the workforce. |
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### Community Resilience

**Page 125 to 126** of the Interim Report considers how community resilience can play a role in helping disadvantaged communities. In shaping the future directions for community resilience the Reference Group would like feedback on:

* What strategies help build community resilience, particularly in disadvantaged communities?
* How can innovative community models create incentives for self-sufficiency and employment?

| To truly mobilise a community an overarching outcomes framework sets clear definitions of what wellbeing for community members means. Implementation is supported by describing what a resilient community looks like at each stage of the life cycle.  Strategies to mobilise the community need to drive towards shared outcomes and should:   * focus on narrowing the gaps; * minimise additional burdens to families; * ensure relevant frontline professionals to serve and support the public.   This calls for a systemic approach to policy setting, rather than one that is linear. Such an approach focuses on:   * evidence and knowledge; * leadership; * networks and communications – understanding that the support for systemic policy setting needs to be self organising; * constantly adapting to change; * driven by interactions between systems components; * governed by feedback.   Australia is well placed to take advantage of recent prosperity and to lead the world in this approach but will need to accept this challenge as a long term commitment more expansive than short term reform. However taking such an approach will be an enduring legacy for the Government and for those to follow. |
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2. Warburton J. Volunteering in later life: is it good for your health? . *Voluntary Action: The Journal of the Institute for Volunteering Research* 2006;**8**(2):3-15. [↑](#endnote-ref-2)
3. Finkelstein MA. Volunteer satisfaction and volunteer action: A functional approach. *Social Behavior and Personality* 2008;**36**(1):9-18. [↑](#endnote-ref-3)
4. Clary EG, Snyder M, Ridge R. Volunteers' motivations: a functional strategy for the recruitment, placement, and retention of volunteers. *Nonprofit management & leadership* 1992;**2**(4):333-50. [↑](#endnote-ref-4)