

# **ATTACHMENT TO AGENDA ITEM**

**Ordinary Meeting**

**15 September 2015**

**Agenda Item 7.2      Greater Shepparton Volunteer Strategy and Action Plan  
2014-2018 - Year 1 Update**

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# Greater Shepparton Volunteer Strategy & Action Plan 2014-2018





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## Acknowledgement of Traditional Custodians

"We, the Greater Shepparton City Council, acknowledge the Traditional Owners of the land which now comprises Greater Shepparton. We pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors."

## Message from the Mayor

Why do volunteers matter? Because everyone benefits...that's why!

Volunteers play a vital role in the Greater Shepparton community with many clubs, groups and organisations relying heavily on volunteers to continue to deliver the services and functions they provide to the community. The 2011 ABS Census states that 20% of the Greater Shepparton population reported doing some form of voluntary work in 2011. Volunteering enables individuals to participate in their community, developing friendships and networks as well as a sense of belonging and being valued. This demonstrates the great culture of giving through volunteering in our municipality.

The Greater Shepparton Volunteer Strategy and Action Plan provides a framework for how we promote, recruit, retain, support, celebrate and recognise volunteers across the municipality. This is the first Volunteer Strategy and Action Plan for Greater Shepparton City Council and it has been developed through extensive consultation with the volunteering community.

Council looks forward to implementing this strategy in partnership with the Volunteer Managers Network, made up of many local organisations as well as the wider community who participate in or support volunteers in Greater Shepparton. We recognise that these partnerships will be essential to effectively plan and deliver many of these initiatives.

I wish to express my sincere thanks to everyone who has contributed to the development of this strategy and I know together we will work towards realising the aims and objectives.

I encourage every resident to become actively involved in a voluntary capacity. A little bit of effort goes a long way and collectively we can all make a difference to the lives of others!

**Cr Jenny Houlihan**  
**Mayor**  
**Greater Shepparton City Council**





## Executive Summary

The Volunteer Strategy sets out Greater Shepparton City Council's vision and approach to support volunteering in our region. This Strategy will provide a framework for the promotion, recruitment/retention, recognition and celebration of Council's volunteers at a local level, encouraging a responsive and supportive environment for all volunteers. Greater Shepparton City Council recognises, where there is a vibrant culture of volunteering, communities are stronger due to the inclusiveness volunteering promotes in the community.

Aims of the Volunteer Strategy:

- Promote volunteering opportunities
- Engage and retain volunteers
- Ensure standards of best practice and consistency in supporting volunteers
- Respond to emerging trends and issues in the volunteer sector; and
- Recognise and celebrate volunteers.

As Council moves forward we want to be confident that our contribution to the volunteer sector serves us well. Volunteers are a resource we should nurture, support and celebrate. Through effective collaboration we will continue to review the achievements of the action plan, evaluate new opportunities and monitor the resources available, to ensure we continue to work more effectively in today's complex world.

## Vision

**"The Greater Shepparton Volunteer Strategy and Action Plan demonstrates Council's ongoing commitment to the volunteering sector and provides a framework for building on the brilliant work we do.**

**We aim to achieve the regional average of volunteering for our municipality.**

**Greater Shepparton City Council acknowledges that volunteering is an investment in our community. It strengthens the fabric of our society, providing a sense of belonging and builds positive relationships. "**



### Key Directions and Action Plan

**Key Strategic Direction 1: Promotion**

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.

**Key Strategic Direction 2: Recruitment**

Council will provide a consistent approach to recruitment of volunteers.

**Key Strategic Direction 3: Supporting**

Council will work towards ensuring our volunteers across the Greater Shepparton Municipality are supported with standards of best practice and consistency; providing opportunities to share information.

**Key Strategic Direction 4: Celebrate and Recognise**

Council will acknowledge the valued contributions of volunteering in the Greater Shepparton municipality.



Volunteers Coordinate major events





## Introduction

Greater Shepparton City Council recognises the pivotal role that volunteers play within the community. Many community organisations, programs, clubs and sports would simply not exist without the dedication of volunteers. Volunteering is an essential community resource which promotes active citizenship and social inclusion. Volunteering extends value to our communities to make them safe, robust, inclusive and culturally rich as volunteers come from all walks of life and come together to achieve a common goal for their volunteer organisation.

Volunteering provides a vehicle for individuals or groups to address human, environmental and social needs. Volunteering is often thought of in terms of the benefits it brings to others; however it also benefits the individual, helping them to achieve their own objectives, enhance their skills and extend their experience.

To understand the impact that volunteering has in our community try this exercise. Imagine if one day all the volunteers did not show up.

*How would Meals on Wheels be delivered?*

*How many country fire fighters would assist in a bush fire in a small town?*

*Would there be Opportunity Shops?*

The economic value of volunteers is enormous, their hard work and dedication equates to large volumes of paid work. To use Council as an example, if our 1000 volunteers, did only one hour of volunteering per year (that is far from reality), calculated at \$25 per hour, the value of that time would equate to \$25,000 annually. This is only a fraction of the incredible contribution to the Greater Shepparton community.

### **“Volunteers are the soul of society”**

Greater Shepparton City Council - Volunteer Survey - 2013



Meals On Wheels Volunteers





## What is Volunteering

Volunteers are critical partners of, and participants in, societies throughout the world. Volunteers can give their time through formal volunteering avenues, through ad hoc opportunities, by taking part in "informal volunteering" where citizens voluntarily participate in community activities or by providing personal care for family, friends, neighbours, or even strangers.

## Definition of Volunteering

Formal volunteering is an activity which takes place through a not for profit organisation or project, and is undertaken:

- To be of benefit to the community and the volunteer
- Of the volunteer's own free will and without coercion
- For no financial payment; and
- In designated volunteer positions only.

Source - © 2009 Volunteering Australia

Volunteering can be confused with work experience that is done in exchange for payment or a token reimbursement of the cost of time given up – most importantly volunteering is not a compulsory activity and is always a matter of choice.



Volunteer at work





## Principles of Volunteering

The principles of volunteering are the result of a national consultation undertaken in 1996 with a wide range of stakeholders.

- Volunteering benefits the community and the volunteer;
- Volunteer work is unpaid;
- Volunteering is always a matter of choice;
- Volunteering is not compulsorily undertaken to receive pensions or government allowances;
- Volunteering is a legitimate way in which citizens can participate in the activities of their community;
- Volunteering is a vehicle for individuals or groups to address human, environmental and social needs;
- Volunteering is an activity performed in the not for profit sector only;
- Volunteering is not a substitute for paid work;
- Volunteers do not replace paid workers nor constitute a threat to the job security of paid workers;
- Volunteering respects the rights, dignity and culture of others; and
- Volunteering promotes human rights and equality.

Source - © 2009 Volunteering Australia

### ***“Environmental volunteering sustains, conserves and regenerates the natural environment for the benefit of all”***

Greater Shepparton City Council - Volunteer Managers Survey – 2013



Environmental Volunteers





### Volunteering Across Australia

#### Where do volunteers come from?

- Volunteers come from all walks of life
- From the community as individuals who want to make a difference
- From the corporate sector and the public with support to use work time to contribute to the community
- From schools and tertiary institutions as part of a structured program of community service; and
- From religious and service organisations committed to the betterment of the community.

Sourced from the Australian Bureau of Statistics 'Voluntary Work Survey' 2006

Traditional forms of volunteering remain popular, such as a regular commitment with a sporting club, service club or hospital. However, new forms of volunteering are emerging as a result of wider social, economic and technological change. These forms include virtual, corporate and other one off roles (such as events volunteering). The volunteer sector needs to respond to these changes through developing roles that are a flexible, shorter-term commitment and innovative in the technology space.



Volunteer at Work





**Local Statistics**

City of Greater Shepparton	2011		
Volunteer Status	City of Greater Shepparton	%	Regional Vic
Volunteer	9,342	19.7	23.4
Not a Volunteer	33,814	71.2	68.4
Volunteer work not stated	4,342	9.1	8.1
Total persons aged 15+	47,498	100.0	100.0

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented in profile.id by .id, the population experts.

Statistics from the ABS Census 2011 indicate that almost 20% of the Greater Shepparton population volunteer. Understanding why people volunteer makes it easier to find and keep volunteers participating. It makes sense to do everything we can to promote, support, grow and recognise volunteering, aiming to increase participation.



***“I am building a better community”***

Greater Shepparton City Council - Volunteer Survey - 2013





## National Statistics

### Who volunteers?

- 5.4 million adult Australians (34%)
- Slightly more women (36%) than men (32%)
- 44% of those aged 35 to 44 yrs volunteer, the highest participation level of any age group
- 34% of people in full-time and 44% of people in part-time work.

### Where do they live?

- QLD and the ACT have the highest volunteering rates at 38%
- 36% of the population volunteers in Western Australia, Tasmania and the Northern Territory
- The volunteering rate in rural and regional areas is higher (38%) than in the cities (32%).

### How many hours do they volunteer?

- 46% contributed less than 50 hours in the past 12 months
- 8% contributed at least 400 hours in the past 12 months
- A median of 56 hours per year or 1.1 hours per week.

### What do they do?

Four most common types of agencies in which people volunteer:

- Sport / physical recreation (26%)
- Community / welfare (19%)
- Religious groups (17%)
- Education / training (10%).

(Sourced from the Australian Bureau of Statistics 'Voluntary Work Survey' 2006.)



Clean Up Australia Day



#### Four most common volunteering activities:

- Fundraising (48%)
- Preparing and serving food (31%)
- Teaching / providing information (28%)
- Administration (26%).

#### Why do they volunteer?

- To help others or the community (57%)
- Personal satisfaction (44%)
- To do something worthwhile (36%)
- Social contact (22%)
- To be active / use skills (16%).

#### How much is volunteer time worth?

- While more people are volunteering, many are doing so for less time
- 713 million hours were volunteered in 2006
- Volunteer time is currently valued at \$24.09 per hour (Ironmonger, 2009)
- Volunteering contributes approximately \$15.7 billion to the Australian economy.

(Sourced from the Australian Bureau of Statistics 'Voluntary Work Survey' 2006.)

**Rewarding**  
 Satisfying Fun  
 Enjoyable Helpful  
 Experience Community  
**Volunteering**  
 Fulfilling Worthwhile  
 Inspiring Interesting  
 Wonderful Heart  
 Positive



## How Volunteers Contribute at Council

Greater Shepparton City Council relies heavily on volunteers to run many of our essential programs. An estimated 1000 volunteers participate in these programs every year. The programs utilising volunteers include but are not limited to:

### Activities In The Park / Twilight Stroll - Active Living Department

Active Living has volunteers contributing to major events such as Activities In The Park and Twilight Stroll.

### General Events - Arts, Events and Tourism Department

The Arts, Events and Tourism Department assists with up to 80 events and attend various promotions annually in Greater Shepparton. Volunteer activities include traffic management, event registration and administration and marketing of events.

### Kidstown - Active Living Department

Volunteers support Kidsfest, Twilight Strolls and other events held at Kidstown. Volunteers also assist with general maintenance, participate in gardening programs and miniature train driving assistance. Over 150 volunteers support Kidstown.

### Meals on Wheels – Neighbourhoods Department

Volunteers deliver around 100 meals a day across Shepparton, Mooroopna and Tatura. Over 200 residents volunteer for this program.

### Revegetation activities – Sustainability and Environment Department

Volunteers assist with Council's revegetation projects through tree planting and other activities. Many volunteers assist with tree planting on National Tree Day each year.



Christmas for Those Alone



#### **Riverlinks - Arts, Tourism and Events Department**

Volunteers for Riverlinks work as ushers for all performances presented at the Eastbank Centre and Westside Performing Arts Centre.

#### **Shepparton Art Museum – Arts, Tourism and Events Department**

Volunteers provide guided tours of the Shepparton Art Museum for members of the public.

#### **Social Connections Program – Neighbourhoods Department**

Social Connections volunteer operate within the community, and provide a comprehensive range of support services for frail aged and people with a disability, as well as their carers. Council's Social Connections program relies on its volunteers and acknowledges the invaluable support they offer.

#### **Street Rider– Neighbourhoods Department**

The Shepparton Street Rider initiative provides late night transport from the nightclub district to prevent crime and violence in the Shepparton CBD. This proactive and successful project is a joint partnership between Council, Victoria Police, a number of late night venues, the Department of Corrections, Berry Street and operated with the support of volunteer drivers.

#### **Wipeout – Works & Parks Department**

Council and Victoria Police have teamed up to develop a Wipe out Graffiti program which aims to remove graffiti quickly in a bid to discourage further incidents. A special community trailer is now available for sporting and trading groups, schools and organisations wishing to conduct graffiti working bees. A volunteer program has been developed to help businesses and residents who may be unable to remove graffiti themselves.

#### **Visitors Centre (VC) – Arts, Tourism and Events Department**

Volunteers at the VC provide a first point of welcome and information for visitors to Greater Shepparton. VIC volunteers play an important role as ambassadors for the Greater Shepparton area. The VC has over 30 registered volunteers.

Some of the other Council activities that volunteers are involved in include Community Plans, Section 86 Committees and other short term Community Committees.



Celebrating Our Volunteers



## Developing the Strategy

### Process

This strategy has been formed through significant consultation with volunteers and volunteer managers across the Greater Shepparton municipality. This provided an avenue for the volunteers, volunteer managers and the wider community to give feedback regarding resourcing and ideas on strengthening the volunteer sector within the Greater Shepparton municipality. This feedback has been used to shape the key strategic direction for the action plan. The consultation has enriched Council's understanding of the opportunities and challenges faced by the volunteer sector.

### Consultations

#### Volunteers

Consultation provided an understanding of the current environment of volunteering, what is working well and opportunities moving forward. A number of different mechanisms were used to engage and consult with the volunteer community. A survey was developed and placed on the external Council website, hard copies of the survey were distributed to not for profit organisations and one-on-one interviews were conducted with volunteers.

#### Volunteer Managers external to Council

An extensive volunteer sector engagement project was undertaken to connect with over 50 Volunteer Managers from a variety of local organisations. Volunteer managers and coordinators were encouraged to complete an online survey seeking information about the vital elements of maintaining volunteers.

Questions included:

"What is working well for your organisation's volunteers?"

"What can Council undertake to encourage more volunteers?"

One-on-one interviews were undertaken with Volunteer Managers from both large organisations and smaller groups. Volunteer Managers also participated in two round table forums prior to the release of the draft strategy. The forum provided an opportunity to give feedback on best and current practices with volunteers and identify opportunities for improvement in the future. This information was utilised to inform the development of the action plan.

#### Council Staff

Internal volunteer managers, volunteer coordinators and other key Council staff participated in the online survey and also came together for round table discussions to share current practices and to make suggestions on working as a collective to produce a consistent set of standards across Council. Many ideas were generated from these discussions, some highlighting trends across the different volunteering operations and some more specific to individual operations.

#### Draft

Following the development of the draft strategy, further consultation was undertaken. The strategy was available for public viewing and feedback for a four week period. During this time, additional feedback was provided by external volunteer managers and other internal stakeholders through forums, one on one meetings and other informal feedback methods.





### Feedback from Surveys - Volunteers

The survey of volunteers asked them to describe their volunteer experience in three words. The results clearly indicated that volunteers found their experience in volunteering rewarding and satisfying. Respondents also highlighted that they felt appreciated for their contribution.

*Volunteers say that volunteering is...*



***"I volunteer because I like to help people and my community"***

Greater Shepparton City Council - Volunteer Survey - 2013





**Feedback from Surveys – Volunteer Managers**

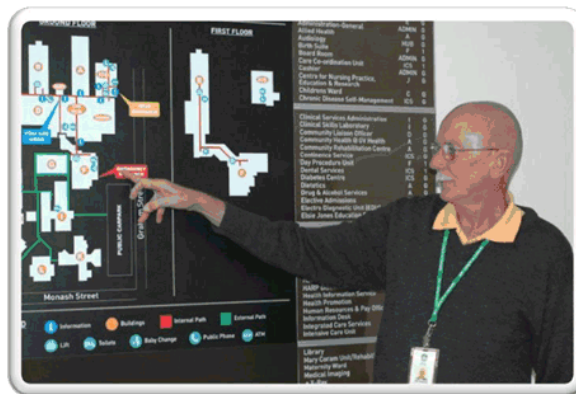
Volunteer managers were asked to describe the impact of volunteering in their organisations. The overwhelming response was that many programs and activities would not survive without the assistance of volunteers.

*Volunteer Managers say their volunteers are...*



***“Our volunteers are making a difference in people’s lives and the community”***

Greater Shepparton City Council - Volunteer Managers Survey – 2013



***“Passionate contributors to community”***

Greater Shepparton City Council - Volunteer Managers Survey – 2013





## The Strategy

### Key Directions and Action Plan

Through the consultation four strategic directions have been created to highlight the actions that Council will undertake to support the volunteering sector and strive for best practice for the volunteers of Greater Shepparton. The action plan consists of identified activities Council and the volunteer managers network will undertake during 2014 – 2018 based on these strategic directions.

- 1 Promotion
- 2 Recruitment
- 3 Supporting Volunteers
- 4 Celebrate and Recognise.





## Monitoring and Evaluation

The implementation of the Greater Shepparton Volunteer Strategy and Action plan will be monitored and reviewed annually. The internal volunteer managers and coordinators together with the external Volunteer Managers Network and Council's Community Strengthening team will be responsible for driving the momentum of carrying out the actions of the strategy. The strategy will be updated and reported against annually by the Council Officers.

The attached Action Plan identifies a lead agency for each action. Where Council has been identified as the lead they will be responsible for co-ordinating the planning and implementation of the action. Some actions will be led by the Volunteer Managers Network and Council will only report on these.

The following evaluation method's will be undertaken to ensure the strategy achieve its target.

1. Annual review forum with internal volunteer managers/coordinators working group, to review measurements, ensure timelines are being adhered to; and to adjust the process where necessary.
2. Ongoing facilitation of Volunteer Managers Network meetings.
3. Annual report provided to Council outlining achievements and the current status of implementation of actions.

## Budget Implications

The Action Plan measurements assigned to Council are set within the Council context of financial constraints and staff capacity. Any actions requiring additional funding will be considered through the annual budget process. Grant opportunities will also be sought by Council Officers through government and non-government funding bodies to implement actions requiring additional funding.

The Volunteer Managers Network may collectively investigate external funding opportunities to develop and expand actions and projects that will ultimately benefit volunteers within our community.



Celebrating Our Volunteers



**Key Strategic Directions: Action Plan 2014 - 2018**



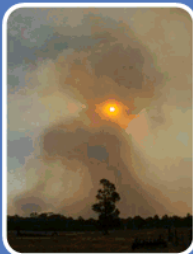
**Key Strategic Direction 1: Promotion**

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.



**Key Strategic Direction 2: Recruitment**

Council will provide a consistent approach to recruitment of volunteers.



**Key Strategic Direction 3: Supporting**

Council will work towards ensuring our volunteers across the Greater Shepparton Municipality are supported with standards of best practice and consistency; providing opportunities to share information.



**Key Strategic Direction 4: Celebrate and Recognise**

Council will acknowledge the valued contributions of volunteering in the Greater Shepparton Municipality.



### Definitions – Action Plan

<u>Year 1</u>	2014 – 2015 financial year
<u>Year 2</u>	2015 - 2016
<u>Year 3</u>	2016 - 2017
<u>Year 4</u>	2017 – 2018

'Lead Agency' This column reflects either the Volunteer Managers Network or Council as the responsible party for coordinating the planning and delivery of the action.

'Partnership' The first party listed in this column is the officer or team responsible for coordinating the planning and delivery of the action.

<u>GSCC</u>	Greater Shepparton City Council
<u>VMN</u>	Volunteer Managers Network

### Key Strategic Direction 1: Promotion

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.

	Action	Lead Agency	Partnerships	Measurement	Timeframe
1.1	Continue to maintain the Volunteer Manager's Network "Quick Reference Guide" which outlines volunteering opportunities across Greater Shepparton	Volunteer Managers Network (VMN)	GSCC - Community Development Officer GSCC - Internal Volunteer Managers Department Human Services; Job Services Australia; Disability Employment Services	Review and update the guide twice a year or as required.	Year 1 / Ongoing
1.2	Develop a campaign plan to promote volunteering opportunities in the community, including print, website and social media.	GSCC	GSCC - Marketing and Communications VMN GSCC - People Performance	Develop campaign plan. Utilise Council's 'Calendar of Events' to highlight vacancies.	Year 1 / Ongoing
1.3	Actively promote the benefits of volunteering in educational settings such as career expos; secondary schools; community services; tertiary campuses; Neighbourhood houses.	VMN	GSCC - Community Strengthening Team GOTAFE Career teachers GSCC - Internal Volunteer Managers	Attend a minimum of two events per year.	Year 1 / Ongoing
1.4	Identify opportunities for young people aged under 18 years to volunteer and promote these volunteering positions. Include these opportunities in the "Quick Reference Guide".	GSCC	GSCC - Youth Development Officer Word and Mouth Schools	Produce a youth volunteering opportunities list. Add to "Quick Reference Guide". Include this list on Council's Volunteering web page.	Year 2
1.5	To promote and support CALD community volunteering through utilising culturally appropriate methods of communications and existing networks.	GSCC	GSCC - Community Strengthening Team VMN	Quick reference guide utilises 'Easy English'.	Year 2
1.6	To promote and support Aboriginal community volunteering through utilising culturally appropriate methods of communications and existing networks.	GSCC	GSCC - Community Strengthening Team GSCC - Aboriginal Partnerships Officer VMN	Quick reference guide utilises 'Easy English'.	Year 2

**Key Strategic Direction 1: Promotion (continued)**

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.

1.7	Identify suitable partnerships between GSCC and volunteer agencies.	GSCC	GSCC - Community Strengthening VMN	Nurture a partnership with 'Act, Belong Commit'.	Year 2
1.8	To work towards achieving the regional average of volunteering.	VMN	GSCC - Internal Volunteer Managers Volunteer Sector	To increase the percentage of volunteering from 19.7% (2011 Census) to be closer to the regional average of 23.4%.	Year 4 / Ongoing



### Key Strategic Direction 2: Recruitment

Council will provide a consistent approach to recruitment of volunteers.

	Action	Lead Agency	Partnerships	Measurement	Timeframe
2.1	Council will develop a Volunteer Policy that reflects the national standards of volunteering.	GSCC	GSCC - Community Development officer GSCC - Internal Volunteer Managers	Council adopts Volunteering Policy.	Year 2
2.2	Create uniformity for internal volunteering recruitment through a consistent registration process across Council.	GSCC	GSCC - Community Development officer GSCC - People Performance GSCC - Volunteer Managers	Update registration forms that are easily accessible for volunteer managers and customer service.	Year 1 / Ongoing
2.3	Create position descriptions for all volunteer positions within Council.	GSCC	GSCC - Community Development officer GSCC - People Performance GSCC - Internal Volunteer Managers	Position descriptions completed for all volunteer positions within Council.	Year 2
2.4	Develop a Council Volunteer Induction kit for all volunteers – which would include registration forms, relevant policies and procedures, grievance procedures, Police checks and name tags.	GSCC	GSCC - Community Development officer GSCC - People Performance GSCC - Internal Volunteer Managers GSCC - Governance	Kits developed and distributed to volunteer managers.	Year 2 / Ongoing
2.5	Develop volunteer induction program for all Council volunteers.	GSCC	GSCC - Community Development officer GSCC - People Performance GSCC - Internal Volunteer Managers	Induction program developed and delivered as required. Collaborative approach to training opportunities.	Year 2 / Ongoing
2.6	Explore professional development opportunities for volunteers including links with Council and Volunteer Sector Training programs.	GSCC	GSCC - Community Development officer GSCC - People Performance VMN	Volunteers participate in training opportunities.	Year 3
2.7	Council will continue to develop and utilise a central management system for the registration of volunteers and mandatory training in OHS and Code of Conduct.	GSCC	GSCC - People Performance GSCC - Community Development Officer	All current volunteers registered on existing central system. New volunteers added on sign up.	Year 2

**Key Strategic Direction 2: Recruitment (continued)**

Council will provide a consistent approach to recruitment of volunteers.

2.8	Council will monitor emerging volunteer trends and their application within Council e.g. virtual volunteering and corporate volunteering.	GSCC	GSCC - Community Strengthening team GSCC - Marketing and Communications	Council Officer to attend regular volunteer professional development. Collect local data on volunteer trends. Evaluation of data collected.	Annually Year 3
2.9	Council will continue to advocate at all levels of Government and the wider community for volunteer management resources to conduct Selection / Screening / competency / skill matching.	GSCC	VMN	Conduct feasibility study to identify funding options to conduct a feasibility study for a skill match database.	Year 4



Celebrating Our Volunteers

### Key Strategic Direction 3: Supporting Volunteers

Council will work towards ensuring our volunteers across the Greater Shepparton municipality are supported with standards of best practice and consistency; providing opportunities to share information.

	Action	Lead Agency	Partnerships	Measurement	Timeframe
3.1	Support the Volunteer Managers Network to continue to strengthen volunteering within the municipality.	GSCC	GSCC - Community Development Officer All organisations that utilise volunteers	Coordinate six meetings per year hosted by various members of VMN At least one representative from Council's Internal volunteer managers to attend each meeting	Year 1 / Ongoing
3.2	Establish an Internal Volunteer Managers/Coordinators Working Group to strengthen volunteering within council.	GSCC	GSCC - Community Development Officer GSCC - Representatives from all who manage or coordinate volunteers	Conduct a minimum of two meetings per year.	Year 1 / Ongoing
3.3	Investigate budget options to employ a full time volunteer coordinator within Council.	GSCC	GSCC - Manager Neighbourhoods GSCC - Team Leader Community Strengthening	Collect regular data and information relevant to volunteer management across Council. Job analysis business case completed.	Year 2
3.4	The VMN will continue to seek feedback from the volunteer sector to strengthen volunteering within the municipality.	GSCC	VMN GSCC - Internal Volunteer Managers	Conduct two surveys annually to understand the volunteer experience.	Year 1 / Ongoing
3.5	Investigate the feasibility of creating a volunteer resource space, either a physical or virtual location.	GSCC	GSCC - Community Development officer GSCC - Community Strengthening Team GSCC – Internal Volunteer Managers	Conduct a feasibility study.	Year 3 or 4
3.6	Investigate opportunities to assist volunteers to develop and enhance skills in preparation for the volunteering experience.	VMN	GOTAFE Registered Training Organisations	Identification of appropriate study opportunities.	Year 3
3.7	Council to advocate with insurers for enhanced procedures regarding Council's volunteer management.	GSCC	GSCC - Risk	Procedures identified.	Year 1 / Ongoing

### Key Strategic Direction 4: Celebrate and Recognise

Council will acknowledge the valued contributions of volunteering in the Greater Shepparton municipality.

	Action	Lead Agency	Partnerships	Measurement	Timeframe
4.1	Continue to host an annual Greater Shepparton Volunteer Recognition Awards during National Volunteer Week.	GSCC	GSCC - Community Development officer Volunteer Sector	One event per year.	Year 1 – annually in May
4.2	Celebrate volunteers annually through a municipality wide event to recognise the contribution of volunteers.	GSCC	VMN Volunteer Sector	One event per year. Annual forum for volunteers incorporating guest speakers and networking opportunities.	Year 2
4.3	Council will investigate opportunities to reward volunteers through in-kind resources from within Council, other organisations and explore local business discounts for volunteers.	GSCC	GSCC - Arts, Events and Tourism Shepparton Show Me	Identification of sustainable rewards.	Year 3
4.4	Council will advocate for recognition of the municipality's volunteers by profiling local volunteers in the media.	GSCC	GSCC - Internal volunteer managers GSCC - Marketing and Communications	Prepare two media releases per year to celebrate and recognise volunteers.	Year 1 / Ongoing
4.5	Volunteer Manager Network will prepare media releases profiling local volunteers.	VMN	GSCC - Community Development officer Media organisations	Advocate with local media sources for volunteer promotion every two months.	Year 1 / Ongoing
4.6	Investigate volunteer recognition programs and opportunities	GSCC	GSCC - Community Development officer GSCC - Internal volunteer managers GSCC - People Performance	Development of a CEO directive or guidelines	Year 3 or 4

### Key Strategic Direction 1: Promotion

Council will work to raise the profile of volunteering across the Greater Shepparton municipality.

	Deliverable	Measurement	Actioned
1.1	Continue to maintain the Volunteer Manager's Network "Quick Reference Guide" which outlines volunteering opportunities across Greater Shepparton	Review and update the guide twice a year or as required.	Over the past 12 months the document has been redesigned and there are 10 new organisations on board. This is inclusive of State and National organisations that have a local focus on volunteering. This guide has been welcomed by the Volunteer Managers Network and within Council. Copies have been distributed to community members coming into Council showing their interest in Volunteering. Organisations across the municipality are sharing and distributing the resource.
1.2	Develop a campaign plan to promote volunteering opportunities in the community, including print, website and social media.	Develop campaign plan. Utilise Council's 'Calendar of Events' to highlight vacancies.	Marketing and Communications Department has developed a campaign plan with Community Development Officer to highlight Volunteer opportunities and promote Volunteer Recognition Awards and the Volunteer Strategy & Action Plan. This includes actions utilised through website, social media and media releases.
1.3	Actively promote the benefits of volunteering in educational settings such as career expos; secondary schools; community services; tertiary campuses; Neighbourhood houses.	Attend a minimum of two events per year.	Mini expo at Launch of Volunteer Strategy, showcasing volunteering opportunities throughout the municipality. Approximately 30 new volunteers were recruited in total on the day. Quick Reference Guide to Volunteering was distributed at Health Careers Day hosted by Greater Shepparton City Council. Volunteer stall showcasing opportunities at Eastbank as part of the Vision Day. The 5 Neighbourhood Houses and Learning Centres actively use volunteers for their delivery of programs and the Houses have been added to the Quick Reference Guide to Volunteering.
1.7	Identify suitable partnerships between GSCC and volunteer agencies	Nurture a partnership with 'Act, Belong Commit'.	Although a Year 2 action, meetings with Act Belong Commit were held and are now part of the Quick Reference Guide for Volunteering and member of the external Volunteer Managers Network. This partnership will continue into the future.

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### Key Strategic Direction 2: Recruitment

Council will provide a consistent approach to recruitment of volunteers.

	Deliverable	Measurement	Actioned
2.2	Create uniformity for internal volunteering recruitment through a consistent registration process across Council.	Update registration forms that are easily accessible for volunteer managers and customer service.	People Performance and Neighbourhoods Departments have met regularly over the past 12 months. Online "register your interest" form has been developed for the Council website. This provides a single point of entry for potential volunteers, with consistent registration forms currently being developed.
2.5	Develop volunteer induction program for all Council volunteers.	Induction program developed and delivered as required. Collaborative approach to training opportunities.	A Volunteer Buddy Booklet has also been developed and will be rolled out with other recruitment paperwork.
2.7	Council will continue to develop and utilise a central management system for the registration of volunteers and mandatory training in OHS and Code of Conduct.	All current volunteers registered on existing central system. New volunteers added on sign up.	Volunteers are being entered onto a centralised system and streamlined through People Performance.

### Key Strategic Direction 3: Supporting Volunteers

Council will work towards ensuring our volunteers across the Greater Shepparton municipality are supported with standards of best practice and consistency; providing opportunities to share information.

	Deliverable	Measurement	Actioned
3.1	Support the Volunteer Managers Network to continue to strengthen volunteering within the municipality.	Coordinate six meetings per year hosted by various members of VMN At least one representative from Council's Internal volunteer managers to attend each meeting	3 meetings have been held over the last 12 months. The group continues to discuss sector wide volunteer challenges and opportunities. This enabled the success of the Mini expo to Volunteering at the Volunteer Strategy Launch event in the Mall.
3.2	Establish an Internal Volunteer Managers/Coordinators Working Group to strengthen volunteering within council.	Conduct a minimum of two meetings per year.	This group was established during the development of the Strategy. 5 Meetings have been held in the last twelve months. Internal Volunteer Managers have been consulted in the process of streamlining Volunteer Registration, Volunteer Policy and Induction throughout its development.
3.4	The Volunteer Managers Network will seek feedback from the volunteer sector to strengthen volunteering within the municipality	Conduct two surveys annually to understand the volunteer experience.	A five year review of the Volunteer Recognition Awards is currently underway, it seeks feedback into the volunteer experience.

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3.7	Council to advocate with insurers for enhanced procedures regarding Council's volunteer management.	Procedures identified.	Community Development Officer has met frequently with the Risk Department. This is of importance in the streamlining of Volunteer Forms and Insurance within and external to Council.
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#### Key Strategic Direction 4: Celebrate and Recognise

Council will acknowledge the valued contributions of volunteering in the Greater Shepparton municipality.

	Deliverable	Measurement	Actioned
4.1	Continue to host an annual Greater Shepparton Volunteer Recognition Awards during National Volunteer Week.	One event per year.	The Awards are held annually in May during National Volunteer Week. This year the event held at Macintosh Centre on Thursday 14 <sup>th</sup> May 2015 <ul style="list-style-type: none"> <li>- 180 in attendance</li> <li>- 38 nominees for the 6 categories</li> <li>- Councillors presented award</li> </ul> Guest Speakers, entertainment and catering were also part of the awards. Currently collating feedback for the 5 year review of the awards.
4.4	Council will advocate for recognition of the municipality's volunteers by profiling local volunteers in the media.	Prepare two media releases per year to celebrate and recognise volunteers.	Lead up to the 2015 Volunteer Recognition Awards – 2014 winner profiles were in the media, including social media Launch of Volunteer Strategy and mini expo was on WIN News.
4.5	Volunteer Manager Network will prepare media releases profiling local volunteers.	Advocate with local media sources for volunteer promotion every two months.	A Marketing and Communications Plan has been developed and currently being implemented. It looks at strategic times to target the media particularly around significant dates pertaining to each organisation. I.e. Meals on Wheels Day, Kidsfest etc. Over the past 12 months 4 Media Releases have been sent out around the significant events such as the Volunteer Strategy Launch – Mini Expo, National Volunteer Week in reference to Award Winners profiles.

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