

# BROKEN HILL

VOLUNTEER CITY STRATEGY  
2015-2017

BROKEN HILL  
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The Broken Hill City Council (Council) is collecting information to inform policy decisions in relation to the preparation of the Broken Hill City Council Volunteer Strategy 2015 – 2017 and personal information received will be used only for that purpose. The Council will receive comments and submissions, as well as collect and store information, in accordance with the Privacy Act 1988 (Commonwealth).

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This Plan was compiled by Broken Hill City Council.

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### Quality control

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# OUR COMMITMENT TO VOLUNTEERS

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In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW Local Government.

The Integrated Planning and Reporting Framework require NSW councils to develop a **Community Strategic Plan** in consultation with the community, which outlines the community's Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation. The first Community Strategic Plan for Broken Hill was endorsed in 2010 and we are proud of the achievements made since this time.

The plan was subsequently reviewed after a significant community engagement exercise in 2013.

Broken Hill City Council uses the Community Strategic Plan to determine which goals and strategies can be implemented at a Local Government level. These goals and strategies are included in a four year **Council Delivery Program**.

To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a **Resourcing Strategy** is prepared to address long term asset management, financial management and workforce planning.

The **Operational Plan** is a plan which focuses on the short term. It provides a one year detailed plan of which activities and projects from the Delivery Program will be implemented in the short term. There are a number of key directions in the Operational Plan designed to support, promote and celebrate volunteering in Council and in the community.

These include:

- Facilitate and participate in a volunteer working group to encourage increased participation in volunteering

- Recognise the contribution of volunteers through an annual event
- Encourage the community to nominate someone for a volunteer award
- In collaboration with volunteers, maintain archive records for the benefit of the City
- Develop strategies designed to increase volunteering at Council-owned facilities and on 355 Committees and Working Groups.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's **Annual Report**.

The volunteer strategy will be reviewed in line with the Community Strategic Plan and Delivery Program through a four yearly review process in line with Local Government Elections.

# VOLUNTEER WORKING GROUP

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The Volunteer Working Group is the custodian of providing advice and recommendations to the General Manager for progressing and driving the sustainability of volunteering in the City of Broken Hill.

In January 2013, Council resolved to form a Volunteers Working Group aimed at strengthening the City's volunteering population by encouraging the younger generation of the community to take up volunteering whilst ensuring that the existing volunteers who have committed the time over many decades are included and recognised.

It was recognised that volunteers play an important role in the Broken Hill community be it through the active involvement in Council activities and on Council's Section 355 Committees or wider service and community groups within the City.

The Volunteer Working Group is the custodian of providing advice and recommendations to the General Manager for progressing and driving the sustainability of volunteering in the City of Broken Hill.

More specifically, the Working Group has input into:

- Revision / development of the Council's Volunteer Policy
- Section 355 Committee Recruitment and Retention
- Recognition of Volunteers in the City of Broken Hill
- Promoting Volunteerism in the City of Broken Hill

Council supports volunteering to:

- Develop and strengthen the links between Council and the community
- Provide personal and organisational development opportunities
- Tap into the skills, experience, talents, energies, ideas and knowledge of people in our community.

# ABOUT OUR VOLUNTEERS

Today, more than 8,280 people aged over 16 are actively involved in volunteer work in Broken Hill contributing more than \$65.6M a year to our economy<sup>1</sup>.

Volunteering in Broken Hill has been the platform for the sustainable development of the City since it was founded in 1883.

From the Sisters of Mercy who arrived in 1889 to provide valuable education, hospital and pastoral care, the residents of Broken Hill have always been active participants in the provision of resident support services, environmental change, community governance, economic prosperity, spiritual health, entertainment, social justice, health and active living services and political activism.

In Broken Hill City, 17.4% of the population aged over 15 reported doing some form of voluntary work in 2011<sup>2</sup> for an organisation or group contributing a value of \$5.2M.

More than 5,600 residents also work in areas defined as unpaid assistance and childcare. This contributes more than \$11.2M to the economy.

This assessment is conservative – it assumes that volunteers work an average of 56 hours<sup>3</sup> a year at \$35.21<sup>4</sup>.

It does not include the capital infrastructure or fundraising efforts by volunteer organisations invested back into the community. However, a recent study has found that for every dollar invested in volunteering, \$4 in benefit is returned

## Snapshot of Broken Hill Volunteers

Total Population: 19,048  
Total employed residents: 7,652  
Total Volunteers: 8,281  
Direct Value of Volunteer Work: \$16.4M  
Value-added value of volunteer work: \$65.6M  
Direct value of Council volunteers: \$394,352  
Value-added value of Council volunteers: \$1.6M

to the community<sup>5</sup>. That represents a \$65.6M investment per annum and makes volunteering

our largest labour workforce industry by participation.

For Council, the volunteer investment is equal to \$1.6M per annum. There are approximately 200 Council volunteers.

The number of volunteers working for organisations in Broken Hill City decreased by 293 people to 2,640 between 2006 and 2011. This decline reflects community concern expressed during the Community Strategic planning process in 2011 that Broken Hill's volunteer workforce was at risk because of an ageing and declining population.

Statistical modelling indicates that 27% of the population will be over 65 in 2022 (a projected 13% increase from 2006). This will inevitably impact on the sustainability of the volunteer workforce.

This Strategy seeks to take a proactive approach to support and grow the volunteer workforce in our organisation and in the City, address the predicted decline in volunteer numbers, identify opportunities to encourage new volunteers and celebrate the achievements of our volunteer workforce.

<sup>1</sup> Profile ID

<sup>2</sup> Volunteering Australia

<sup>3</sup> The Economic Value of Volunteering to Tasmania 2014 MMC

<sup>4</sup> ProBono News Quantifying the Value of Volunteering

<sup>5</sup> Volunteering Australia

# **THE STRATEGY**

The Broken Hill Volunteer Strategy provides a roadmap for action between volunteer organisations, the business community and Council.

## **RECOMMENDATION 1**

**Facilitate and participate in a volunteer working group to encourage increased participation in volunteering in Broken Hill and region.**

### **Aim**

Increase community participation, awareness and appreciation of volunteering in Broken Hill and present a united front.

### **Activity**

1. Establish and maintain a suitable committee framework to generate ideas and feedback information to Council and the Community.
2. Support and promote Council's volunteer workforce activities
3. Consult with stakeholder representative bodies and relevant volunteer groups, including the NSW Centre for Volunteering and other interest groups to ensure increased community participation, awareness and appreciation of volunteering occurs.
4. Promote positive images of volunteers and the diversity of volunteering roles in Broken Hill and surrounds.
5. Identify grants and sponsorship to support volunteer growth and recognition in Broken Hill.

## **RECOMMENDATION 2**

**Deliver a branding strategy that unites the volunteer workforce and defines their identity.**

### **Aim**

Develop a holistic promotion strategy for volunteer recruitment with a unified message including the introduction of the Broken Hill Volunteer Brand and the 2011 volunteer generated tag: *Broken Hill ... you live here. Get involved.*

### **Activity**

1. Work with the volunteer sector to capitalise on new opportunities created by traditional, digital media and technology by:
  - i. Incorporating volunteer activities on the Broken Hill events calendar.
  - ii. Make City-wide branding available to volunteer groups to promote a unified front.

# THE STRATEGY

## RECOMMENDATION 3

### Showcase the contribution of volunteering to the community

#### Aim

Celebrate the achievement of volunteers and volunteer organisations in Broken Hill and surrounds.

#### Activity

1. Recognise the contribution of volunteers at an annual recognition celebration.
2. Encourage the community to nominate someone for a volunteer award.
3. Facilitate a volunteer expo.
4. Engage the media in promotional activities to showcase volunteer workforce and activities.
5. Build and support the City's volunteer workforce by developing an online directory of volunteer opportunities.

## RECOMMENDATION 4

### Build and support Council's volunteer workforce

#### Aim

To grow Council's volunteer workforce.

#### Activity

1. Simplify the volunteer recruitment process through the development of appropriate policies and induction programs.
2. Support the training needs of volunteers and volunteer managers.
3. Develop a Volunteer Handbook.
4. Identify areas of opportunity for volunteers to receive recognition for their contribution.
5. Encourage active involvement of volunteers at Council facilities and activities.
6. Identify and tailor volunteering opportunities to match different skill sets of volunteers.
7. Encourage programs that support volunteering as a pathway to employment.
8. Promote community activities through Council's traditional and digital media units.



# IMPLEMENTATION AND MONITORING

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The following evaluation and monitoring process is recommended to ensure that the vision and strategies contained in this plan are actioned.

- The Volunteer Working Group will be responsible for providing advice and recommendations to the General Manager for progressing and driving the sustainability of volunteering in the City of Broken Hill.
- The Broken Hill Volunteer Working Group oversees the implementation of strategies and actions associated with this Plan.
- Other stakeholder organisations and agencies identified as having a primary or supporting role are encouraged to participate in the Volunteer Working Group and actions associated when required.
- The Volunteer Working Group facilitator will work with the Volunteer Working Group to develop a set of measurable indicators to assist in monitoring volunteering activity to meet the key performance indicators in the Community Strategic Plan, Delivery Program and Operational Plan.
- Progress on the success of the strategies and activities will be reported to the Volunteer Working Group each month.
- The Volunteer Working Group will monitor the implementation of actions contained in the Action Plan on a monthly basis.
- The Volunteer Working Group will report against the KPIs in Council's Operational Plans and prepare a report to communicate to Council and interested stakeholders the progress for the Broken Hill City Council annual report.

# APPENDIX 1

## DEFINITIONS AND PRINCIPLES

Volunteering is the time willingly given for the common good without financial gain.

- 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.

## PRINCIPLES OF VOLUNTEERING

- 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: Volunteering Australia

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