Volunteer Strategy

2025–2028

City of
Norwood
Payneham
& St Peters

The City of Norwood Payneham & St Peters Volunteer Strategy 2025–2028 guides the development and growth of the Council's Volunteer Service, identifies priority areas of action and also informs the Council's role in supporting volunteer organisations across the City.

Our Vision

A City which values its heritage, cultural diversity, sense of place and natural environment.

A progressive City which is prosperous, sustainable and socially cohesive, with a strong community spirit.

We exist to improve the well-being of our citizens and community.

Our four pillars or outcomes to achieve this are:

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Image right: Norwood Christmas Pageant volunteer

Introduction

The Volunteer Strategy 2025–2028 sets out Council's strategic direction for volunteering activities and the development of the Council's Volunteer Service.

The strategy serves as a framework for achieving an inclusive community service that supports individuals to participate and contribute to the community and environment in a meaningful way.

The Strategy supports three key outcomes:

1. A thriving, active, satisfied and participating 'volunteer force'.
2. A City known for excellence in volunteering services.
3. A supportive City that attracts volunteers and delivers a meaningful program.

In establishing the strategic framework for the Volunteer Strategy 2025–2028, the Council considered the views of current volunteers, volunteering-involving organisations (VIOs), the demographic profile of the City, and recent volunteering research. In doing so, the Strategy aims to address emerging opportunities and challenges facing volunteerism in the City.

Definition of Volunteering

Volunteering Australia defines Volunteering as 'time willingly given for the common good and without financial gain'.

Valuing Volunteering

Volunteering plays a key role in connecting, strengthening and building stronger local communities, keeping communities and organisations working together.

The Council recognises the valuable and integral role volunteers play, alongside employees, in contributing to and working towards achieving shared community wellbeing goals.

This Volunteer Strategy reflects the Council's commitment to continuous improvement of its Volunteer Service and the experience of volunteers, achieving meaningful volunteer program outcomes for participants and the community, and enhancing outcomes for volunteer involving organisations in the City.

Pet Care Program volunteer

Mayor's Message

Across Australia and indeed the world, the role of volunteers has been a constant source of strength and inspiration for millions, and an invaluable social asset in the process of societies.

Whether it is helping a neighbour or a sporting club, or holding a stall at a school fair, volunteers are the glue that holds communities together.

People volunteer because they want to make a difference.

In this sense, volunteering is not just an offer to lend a hand, but also an offer to join hands. It is recognition that while some outcomes can be achieved alone, others are only realised when people of good will offer their time, skills and compassion to something bigger than themself.

Over the past decade, the Council's volunteer numbers have steadily declined, reflecting a national trend. This decline was accelerated by the impacts of COVID-19, with many volunteers, particular those in older cohorts, choosing not to return to their volunteering roles when the effects of the pandemic minimised.

Since that time, the Council has refreshed its approach to volunteering with a focus on how it can develop a model that continues to meet the needs of the community, now and into the future.

For these and other reasons, the City of Norwood Payneham & St Peters has developed this three-year Volunteer Strategy 2025–2028.

Now more than ever, we need a strategy that identifies the key challenges of volunteering, which go beyond the three 'R's' of recruitment, retention and recognition.

This strategy has three key areas of focus.

First, the strategy seeks to recognise and celebrate the rich pool of talented individuals within our City and from nearby council areas who have so much to give.

We know there are many people who want to make a meaningful contribution to help improve the lives of their neighbours, friends and, in some cases, complete strangers.

This includes understanding why people volunteer, what makes them continue in their volunteering role and the personal satisfaction of making a positive difference to someone's day, week or life.

Secondly, the strategy discusses ways in which the Council can work with and facilitate its stakeholders and partners to ensure that valuable volunteer contributions made are making a positive impact on the people, organisations and communities they serve.

The third key area is to create and nurture exciting and interesting volunteering opportunities that appeal to people of all ages, abilities experiences and cultural backgrounds.

Volunteers are flexible and passionate, and want to help where they can. However, they also want to draw on their talent, skills and experience and, importantly, give where they feel valued.

I commend this Volunteering Strategy and invite to you join with other community-minded individuals to give your time, skills and energy to sew your own patch to the "great quilt of unity"[1].

**Robert Bria
Mayor**

(1) Reverend Jesse Jackson Jr, Speech at 1988 Democratic National Convention, Atlanta, USA

City Overview

Situated on the fringe of Adelaide's CBD, the City of Norwood Payneham & St Peters is a vibrant community comprising people of diverse cultures, backgrounds and demographics.

Cosmopolitan main streets dotted with award-winning cafes, restaurants and boutiques are complemented by world class food manufacturing precincts, numerous parks, playgrounds and community facilities.

With a reputation for one of Adelaide's most desirable locations to live, work, study and visit, the City of Norwood Payneham & St Peters is also a place to volunteer.

51.8%
Females #

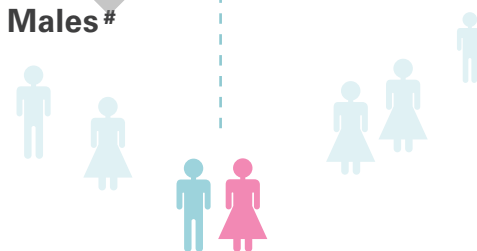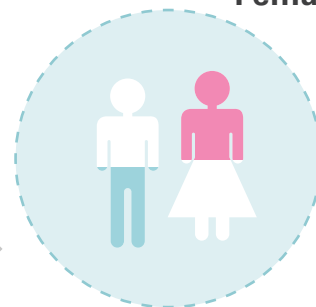## 48.2%
Males #

Who we are

Population

40,062
Up 710 (1.8%) from previous year. *

Expected population growth by 2041 **

44,107

How we live

How we travel/ commute to work

Private vehicle

59.9%
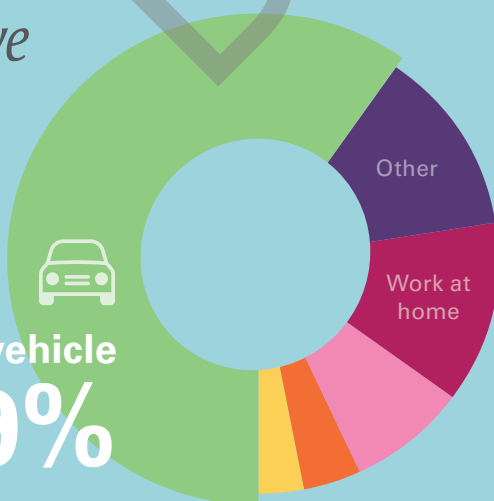
Other

Work at home

- ● Private vehicle 59.9%
- ● Other 12.7%
- ● Work at home 12.6%
- ● Public transport 7.9%
- ● Cycling 3.9%
- ● Walking 3%

Participation*

19.3%
volunteer through an organisation or group
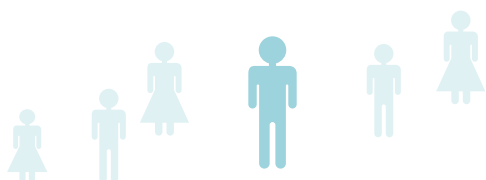Greater Adelaide 15.5%. #

222
volunteer for the Council

53%
young people aged 15–24 engaged in employment or education ^

40 years

Median age

Greater Adelaide 39 years. *

31%

of NPSP population born overseas #

Up 1.1%

76

countries of origin

26.5%

speak languages other than English at home

55

languages spoken

34

religious faiths

Indigenous Australian #

0.6%

people identify as Aboriginal or Torres Strait Island living in NPSP

Greater Adelaide 1.7%.

Accessibility #

5.8%

reported needing assistance for day-to-day activities due to disability

Greater Adelaide 6.6%.

SEIFA index of disadvantage #

1038

The SEIFA scores range from 143 (min) to 1,207 (max), with 143 having the highest level of disadvantage and 1,207 being least disadvantaged. The local government area index of Norwood Payneham and St Peters ranks 467 out of 547 local government areas with SEIFA scores in Australia.

Greater Adelaide 992.

Housing stress #

13.1%

households with mortgages experience mortgage stress

29.5%

renters experience rental stress

Land use #

The City of Norwood Payneham & St Peters is predominantly a residential area, with opens spaces, parks and reserves, retail/commercial land use and some industrial land use.

Residential

77%

Other

- Residential 77%
- Other 17%
- Reserves/open space 5%
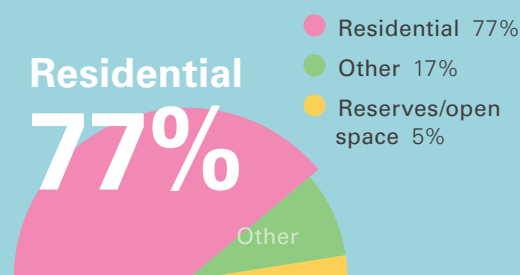
**Housing **

31.3%
Fully owned

25.1%
Mortgage

4.6%
Renting social housing

30.6%
Renting private housing

49.6%
Medium or high density

compared to 26% in Greater Adelaide.

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Our Volunteer Community

222
Council volunteers

49%
of volunteers
are female

36%
of Council Volunteers
are aged 70 years+

**Council Volunteers who live outside
the City boundaries primarily live in
the neighbouring Councils of**

Burnside 7%

Campbelltown 7%

13%
of the population provide
unpaid assistance to a person
living with a disability
(Source: profile.id ABS 2021)

66%
of volunteers
live within the City

**Total annual economic
contribution valued at**
$464,733

Borthwick Park Biodiversity Program volunteers

Age profile of volunteers*

Age	Number of volunteers	% of all volunteers
Between 6 – 24 years	24	11%
Between 25 – 39 years	28	13%
Between 40 – 54 years	27	12.5%
Between 55 – 69 years	55	25.5 %
Over 70 years	79	36.6 %

Volunteer tenure*

0–5 Years	6–10 years	11–15 years	16–20 years	21–25 years	26+ years
131	36	28	6	8	6

Volunteer contribution*

Program	Number of volunteers	Number of hours per program	Value of hours per program
Environmental Conservation	77	408	$19,025
Graffiti Removal	9	920	$42,899
Justice of the Peace Services	21	2,874	$134,014
Library Services	25	2,916	$135,973
Events	12	155	$7,227
Community Care and Active Ageing	78	2,672	$124,595
Total per annum	**222**	**9,945**	**$463,733**

*2024-2025 financial year

Policy Environment

Strategic alignment

The Volunteer Strategy 2025–2028 is informed and underpinned by the City of Norwood Payneham & St Peters:

- *CityPlan 2030: Shaping Our Future*
- Long-term Financial Plan
- Annual Business Plan and Budget.

Due to the inter-departmental nature of volunteering within the City, the Volunteer Strategy 2025–2028 contributes to all four Outcomes of the Council's Strategic Plan, *CityPlan 2030: Shaping our Future*, aligning closely with Social Equity – An inclusive, connected, accessible and friendly community.

The Objectives that support this Outcome are:

- Convenient and accessible services, information, and facilities.
- An engaged and participating community
- A strong, healthy, resilient, and inclusive community.

Strategic Influence and Alignment

The Volunteer Strategy 2025–2028 will operate alongside other relevant strategies, plans, and legislation. Key strategies informing this document are summarised below.

National Strategy for Volunteering 2023–2033

The National Strategy for Volunteering 2023–2033, led by Volunteering Australia and funded by the Department of Social Services, vision is 'Volunteering is the heart of Australian communities'.

To achieve this vision, the National Strategy identified three focus areas and aims:

• Individual potential and the volunteer experience

• Community and social impact

• Conditions for volunteering to thrive.

To ensure alignment with and to underpin this National Strategy, the City of Norwood Payneham & St Peters Volunteer Strategy 2024–2028 identifies localised priorities and objectives under each of these three interconnected national focus areas and aims.

National Standards for Volunteer Involvement

National Standards for Volunteer Involvement were implemented by Volunteering Australia in 2015 and revised in 2023. These provide guidelines for volunteer involving organisations to develop effective volunteer involvement strategies and practices.

The Council's Volunteer Strategy 2025–2028 recognises the National Standards for Volunteering as a nationally acknowledged best practice tool that will help guide, implement, and audit the strategies actions.

This recognition will play an important role in ensuring a quality outcome when implementing the City of Norwood Payneham & St Peters Volunteer Strategy 2025–2028.

Key Influences, Trends and Emerging Challenges

The National Strategy for Volunteering reports that volunteering is prolific across Australia, with volunteer contributions supporting the delivery of arts, sports, events, community building, social welfare, health, education, animal welfare, conservation, and emergency services.

As outlined in more detail in the Council's Strategic Management Plan *CityPlan 2030: Shaping Our Future,* the key challenges and opportunities facing the City of Norwood Payneham & St Peters include:

- Population growth and urban infill
- Ageing population
- Housing and liveability
- Smart city
- Transport and movement
- Climate change adaptation and mitigation.

With a lens over volunteerism, a multitude of factors are threatening its sustainability, including declining numbers of formal volunteers, barriers to participating in volunteering, and increasing demand for services delivered by volunteers.

The following identifies and briefly explores key national, state and local influences, trends, and emerging challenges.

Volunteer participation

As cost-of-living rises, it is predicted that organisations will face increasing difficulties in attracting and retaining volunteers.

As the paid workforce seek to increase hours of paid work, remain in the workforce longer or take on second jobs, the time available for volunteering will reduce.

Conversely, as larger numbers of individuals and families are negatively impacted by the escalating cost-of-living, there is likely to be higher demands on services that are typically supported by volunteers.

National volunteering levels remain lower than the pre-COVID-19 pandemic levels and are at a similar level to that recorded during the Great Recession.

Formal volunteering in Australia has steadily declined from approximately one in three people in 2010 to just over one in four in 2022 (National Strategy for Volunteering 2023–2033).

While participation rates are lower than in the past, monetary donations to charities appear to be increasing, indicating that many people are still happy to 'give', however the experience during the COVID-19 pandemic, and needing to reduce human contact as a preventative measure during this time, has made people more cautious or set new habits in the ways that people contribute.

Why do people volunteer?

Volunteering Australia, reported in 2022 that volunteers often have multiple motivations for volunteering such as 'helping others/community' (74%) and 'to do something worthwhile' (66%). Whilst these motivations have largely remained unchanged. volunteers are increasingly focused on their own experience.

When asked why volunteers choose to volunteer with the City of Norwood Payneham & St Peters, respondents identified their primary drivers as:

- giving back to people, place, and community;
- social reasons such as getting to know the community and meeting new people;
- taking part in a particular program;
- learning new skills and gaining experience; and
- environmental interests.

Home Library Service volunteer

The primary reason why people commence volunteering with the Council is because someone they know is already volunteering. This indicates that word of mouth promotion is one of the most effective ways to recruit volunteers.

Changing landscape of volunteering

Volunteering is increasingly being recognised for its value in improving wellbeing and supporting social cohesion.

The Measuring What Matters: Australia's First Wellbeing Framework recognises formal and informal volunteering as measures of social connection, which is essential for feeling satisfaction with life.

Volunteering, therefore, is increasingly being shaped by broader social issues and pattens, such as climate emergency and an increased focus on health and wellbeing.

Volunteering Australia's Navigating Change and Charting a New Course: Volunteering in Recent Times (May 2024), captures key changes in volunteering practices and reports:

- That a mismatch exits between the volunteering opportunities being offered and what people who are currently not volunteering are interested in. Increasing individualism in decision-making as to where, how, and why individuals volunteer.
- A decline in 'formal' volunteering. There is greater interest in short-term or one-off volunteering.
- Financial pressures are a significant barrier to volunteering, especially among younger people.

- Volunteer involving organisations are also under significant financial strain and the decline in formal volunteering has affected their capacity to deliver services and engage volunteers.

Volunteer experience

The National Strategy for Volunteering 2023 identifies the volunteer experience as a key area of change and volunteer involving organisations are encouraged to develop a positive volunteer experience within their services.

Research indicates that volunteers seek an experience that is meaningful and enriching, which makes them feel valued and reflects how their contribution makes a difference.

The volunteer experience influences the way in which volunteer programming is designed and the volunteers' perceptions about their interaction with the service, such as the way they are onboarded and/or the personal opportunities that were available to them.

Continuing to invest in meaningful and diverse volunteer programs is integral to the attraction, recruitment and retention of volunteers.

"Volunteering is a very good opportunity to know the community and be a member of the community. I really like helping people and communicating with different people. For myself, I can improve my English speaking."

Stepping Out volunteer

Accessibility and use of technology

New technologies have facilitated greater access to online volunteering, making volunteering more accessible, 'beyond the retiree role'.

In 2020 the number of people that volunteered through an online medium increased from 8.5% in 2019 to 17.3% in 2020.

Further, it is reported that when an organisation or group provides online volunteering options, their existing volunteers participate at a rate of up to 76%.

For further Reading visit: **The Volunteer Perspective**

Young volunteers

Young people are often highly motivated to volunteer, however struggle to balance the desire to effect change with the demands of everyday life, citing the cost-of-living as their greatest concern. *Deloitte (2022) Striving for balance, advocating for change.*

Young people's volunteering preferences are therefore generally flexible, short-term, one-off, and non-committal.

Consequently, it can be challenging for organisations to attract younger volunteers, as their volunteer programs are typically designed in more traditional formats.

In response, some organisations have adopted a multi-model approach, incorporating formal, non-formal, project based and/or social action models of volunteer engagement to reflect contemporary, outcomes-driven and time conscious communities.

Aged Care Community Visitor Scheme volunteers

Ageing population

The City of Norwood Payneham & St Peters' population is ageing, illustrated by a higher proportion of people aged 70 to 84 (12%) than the greater Adelaide region (10.7%).

This has implications on a growing need for volunteers to support programs for older citizens.

However, an increased interest in active ageing and social connection among the baby boomer generation, presents an opportunity to address this need.

"I would like to help the community that I live in as I want to be a contributing member of the society and would like to help people, plants and animals in need."

Responding to the changing landscape

Whilst local government organisations often seek to support positive wellbeing within their communities, it is important to recognise their contribution as part of a system level response.

Whilst high levels of volunteerism within local government can be reflective of positive wellbeing, the capacity of a council's ability to drive this are often limited.

In this regard, many councils have focussed on the role volunteerism plays in supporting their programs.

Notwithstanding, as diverse and often trusted organisation, there are opportunities available to many local governments to support volunteer involving organisations by leveraging their communication channels, providing access to infrastructure and providing referral to specialist resources, such as peak bodies.

Our Volunteer Service

The City of Norwood Payneham & St Peters has a long history of involving volunteers to assist and extend services offered to the community.
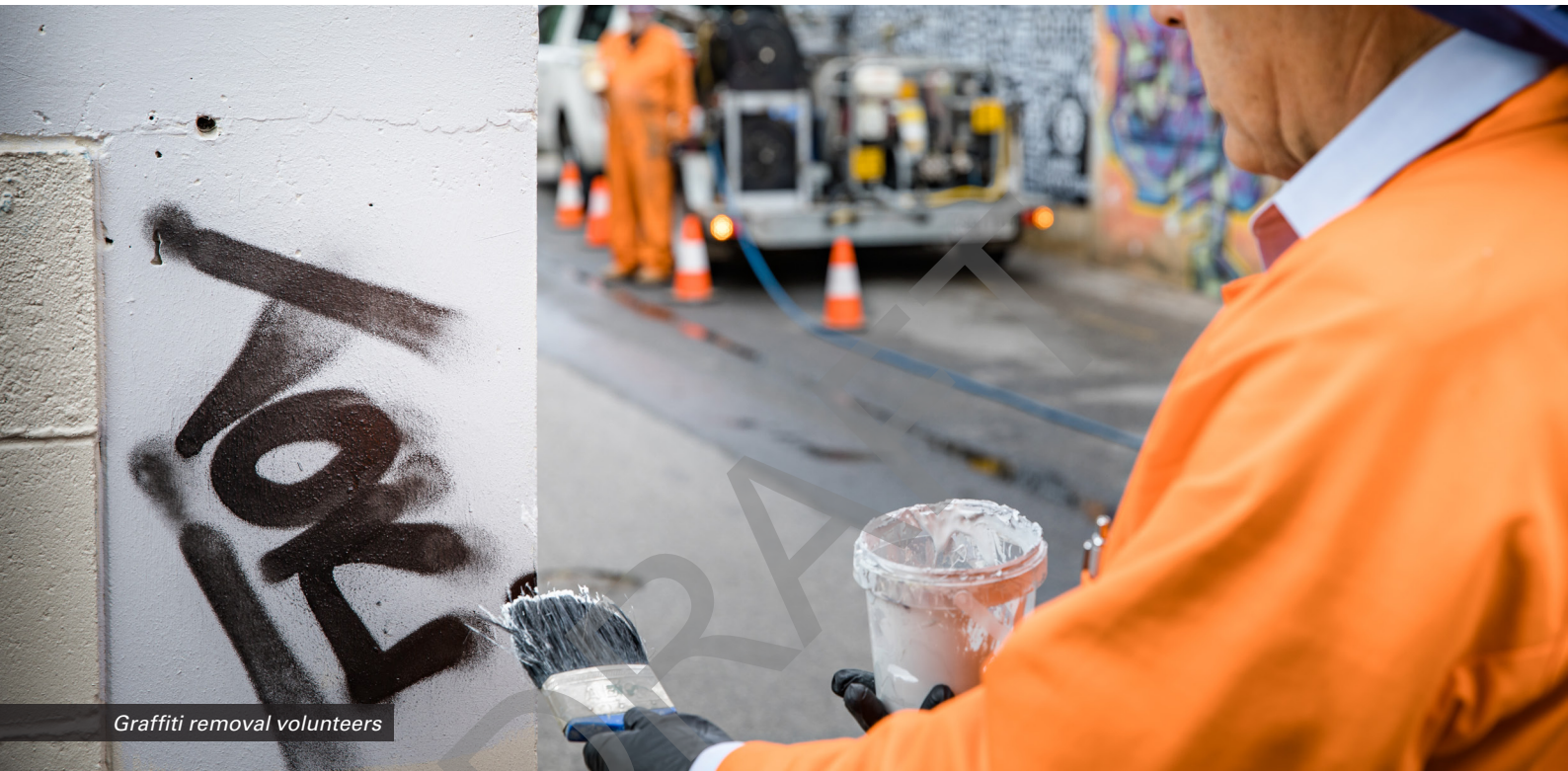
Graffiti removal volunteers

There are almost as many volunteers (222) as there are employees (226), with Council operating a wide range of volunteer programs including:

- Community care and active ageing
- Cultural heritage
- Environmental conservation
- Graffiti Removal
- Justice of the Peace services
- Library services
- Events.

The diversity of the community, their needs, and the mixture of volunteer contributions, result in a skilled and comprehensive volunteer program, hosted and supported by the City of Norwood Payneham & St Peters.

One full time staff member (Coordinator, Volunteer Services) is responsible for the development, implementation, review and maintenance of policies and procedures associated with Council's volunteers.
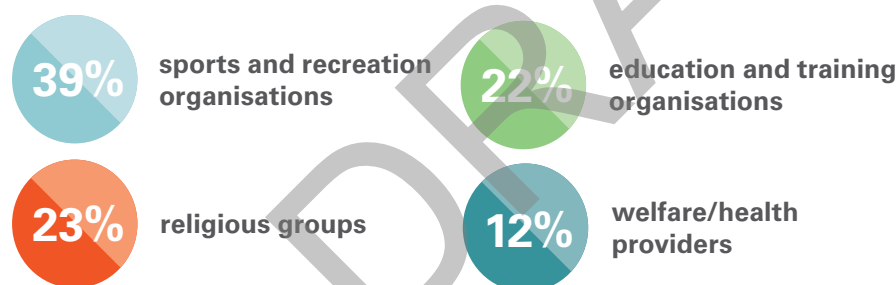
In addition, each program is assigned a staff member (Program Coordinator) who is responsible for the operational implementation and supervision of specific volunteer programs and its volunteers.

Volunteer opportunities

There are a wide range of community-based volunteer roles within the City of Norwood Payneham & St Peters, including:

Sport and recreation clubs

Schools and kindergartens

Education

Churches

Op shops and charity services

Community services

Health services

Community events

The top four types of organisations people in the City chose to volunteer with are:

39% sports and recreation organisations

22% education and training organisations

23% religious groups

12% welfare/health providers

Consistent history with volunteers

The number of the City's volunteers has remained consistent over the last ten (10) years with an average of between 200–250 people.

Improvements to volunteer recruitment and on-boarding procedures were implemented by digital technologies, such as a new volunteer management portal and online recruitment, enabling Council's Volunteer Services improved ability and efficiency to recruit volunteers.

The strength of the City of Norwood Payneham & St Peter's Volunteer programs has encouraged recruitment of prospective volunteers and retainment of current volunteers.

Every level of the organisation, from the Mayor and Elected Members to Executive leadership and the staff who lead volunteers, consistently demonstrate appreciation for the volunteer contribution to the organisation and community by assisting in a variety of volunteer reward, recognition and wellbeing endeavours including but not limited to:

- City of Norwood Payneham & St Peters volunteer Christmas dinner;
- volunteer service mile-stones;
- Volunteer Week events;
- reimbursement for out-of-pocket expenses;
- training and equipment provisions; and
- free access to counselling services and flu immunisations.

Models of Volunteer Engagement

The City of Norwood Payneham & St Peters designs the volunteer service around the delivery of specific services and Council programs; a model that is common across Adelaide metropolitan councils.

The Council also recognises the broader value of volunteering and the various forms in which this is undertaken, examples of which are listed in the below table:

Table: Examples of models of volunteer engagement

Model	Approach	Examples
Formal	Volunteering within organisations and groups (including institutions and agencies) in a structured way. Organised around the delivery of specific services, structured roles, often long term or regular attendance.	• Cataloguing service in a library. • Community bus driver.
Non-formal	Volunteering outside the context of a formal organisation or group. This includes assisting people in the community, excluding one's own family members. Community members, with a shared interest, coming together to address specific community needs. Relatively unstructured and occurring in a range of settings.	• Volunteering for a neighbourhood group or organisation. • Giving someone professional advice. • Looking after children, property, or pets. • Providing home or personal assistance.
Governance	Defined board member or management committee roles to provide leadership and direction for the organisation which are required by the Associations Incorporated Act 1985 (or other legislative requirements).	• President of an Incorporated Association. • Treasurer of a sporting club.
Project	Outcome driven with a defined period of engagement, often short term, to achieve a particular project. Often attracting a range of demographics that utilise volunteers' specific skills and knowledge.	• Planning and delivering an event. • Environmental education project.
Social action	Shared interest and passion in a social cause and bringing about defined changes. These groups are relatively un-structured.	• Lobbying for change for a specific target group of people or cause.

Community Services volunteer

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An assessment of local government volunteer programs nationally indicates that some local governments in other Australian capital cities have begun to adopt alternative models of volunteering in an effort to reposition volunteer programs from direct service delivery to facilitator and supporter of volunteer involving organisations (VIOs), short term community projects and community led action.

In these instances, local governments support this activity through:

1. Creating community awareness about VIOs, and their associated volunteering opportunities, in their community.
2. Partnering with community groups to reach a common objective or project outcome.
3. Reducing red tape and barriers to community led action to create an enabling environment.
4. Facilitating programs and initiatives that build community capacity and confidence to act.
5. Acting as a connector, connecting community members to work together to achieve community outcomes.

Measuring success

The City of Norwood Payneham & St Peters has traditionally measured the success of its volunteer service using the following outputs and data collection methods:

- Number of active volunteers
- Number of programs
- Number of hours contributed by Volunteers.
- Volunteer tenure
- Volunteer feedback forums and surveys.

Whilst these outputs communicate what was provided, they do not necessarily reflect the outcome or impact achieved.

Well-designed targeted programs and evaluation methods are therefore required to accurately measure the success of the volunteer programs delivered by the Council. This includes, but is not limited to:

- Clearly stated goal(s) (what problem is the program trying to solve).
- Target group(s) (who is the program trying to reach?)
- Desired outcome(s) (what does success look like?)
- Defined role of Council and the volunteer.
- Program partners.
- Outputs and resources required.
- Quantitative and qualitative measures of individual, community and organisational impact(s) (is anyone better off?)

Understanding and measuring success will provide improved clarity of the impact of volunteer programs and assist in informing future program priorities.

In addition, sharing the positive impact a volunteer program can positively influence a volunteer's decision to commence and/or to continue volunteering.

Whilst not the only motivator, it is well documented that volunteers are often motivated by the opportunity to give back to the community.

What We Heard

Development of the Volunteer Strategy 2025–2028 has been informed by ideas and feedback from Council volunteers (72 volunteers provided comments, representing 35% of Council total volunteers), Volunteer Program Coordinators, Local Government Volunteer Managers Network and volunteering involving organisations (15 organisations, 32% of identified VIOs in the City).

An overview of the feedback is outlined below:

Volunteering and paid work

27% of Council volunteers are actively engaged in paid work while volunteering and hence, volunteering opportunities need to provide the flexibility to accommodate volunteer's commitments.

Barriers to volunteering

21% of Council volunteers reported paperwork and procedures as being arduous which could represent as a barrier to volunteering with the City.

Challenges for volunteering involving organisations

1. Recruitment and promotion.
2. Reduced commitment to ongoing formal volunteering.
3. People willing to pay for service rather than volunteer.

Volunteer experience

Council volunteers suggested the Council consider social connection and mentor programs with inter-generational participants to increase interaction, decrease loneliness and provide practical life and work skills in the community.

Ageing population

Consider the impact of ageing in Council's volunteer workforce and strategically plan to assist ageing volunteers to transition out of roles and replace with new volunteers.

Respond to changing patterns of volunteering

Consider adopting a flexible approach to models of volunteering, beyond formal volunteering, to increase non-formal, short term and project-based volunteering and community led action.

Top volunteer program ideas

- Elderly Support Programs
- Social Inclusion Programs
- Environment Programs
- Life Skills Programs

Volunteering and capacity building

Consider capacity building initiatives to target hard to reach groups and provide a pathway to volunteering (e.g. young people and people from CALD backgrounds). Moving away from the formal 'giving/ charitable' approach to a community development approach.

Graffiti removal volunteers

Feedback provided by volunteers relating to their motivation to volunteer with the Council includes;

- geographic location and the size of City makes it physically accessible;

- interest in a specific program;

- reputation of the City of Norwood Payneham & St Peter's and its volunteer services

- have previously been a resident within the City;

- knew someone who is currently involved as a volunteer and was asked to participate.

35% of volunteers said they learnt about volunteering with the City by word of mouth, followed by 33% who indicated they learnt about volunteer opportunities through the internet. The remaining volunteers learned about volunteering with Council via other means such as flyers and posters.

"I believe that contributing to the community is my way of giving back and the skills I have may be useful to the community. I also enjoy interacting with people socially."

Volunteer Strategy Framework

Vision

An inclusive community service that enables everyone to participate and contribute to their community and environment in a meaningful way.

The Volunteer Strategy 2025–2028 has been informed by the following five key inputs:

- Listening to our Volunteers, volunteering involving organisations and staff
- The demographic profile of the City
- Volunteer sector research into key influences, challenges and trends
- The City's current state of volunteering.
- An understanding of Local Government Volunteer Service best practice models.

Guiding principles

To assist Council to operationalise its volunteering vision, and shape and prioritise actions, the Strategy is guided by the following principles:

Access and participation

We believe everyone has the right to access volunteering participation opportunities. We will seek to engage people of all abilities and ages in meaningful experiences and will support equitable access, active participation, and contribution to our community.

Collaboration

We appreciate that the work of many organisations, clubs, local government, and peak bodies, can overlap or help to inform and deliver volunteering programs and initiatives. Taking a broad view of these interconnections we will identify partnership opportunities to work as a coherent system to achieve our shared goals.

Continuous improvement

We recognise that volunteering requires innovative initiatives to meet the challenges Volunteer Involving Organisations face.

With volunteer needs continually evolving, volunteer management must adapt to help support volunteers to be engaged through experiences that match their expectations.

Recognition and support

We understand and appreciate the value volunteers contribute to our organisation and the community. It is our responsibility to ensure volunteers are provided adequate support to perform their role and the impact of our volunteers' efforts is celebrated.

Friends of the Billabong volunteers

Our commitment

Our community can expect the City of Norwood, Payneham & St Peters to:

- Implement best practice standards guided by the National Standards for Volunteer Involvement and advocate for community needs.
- Partner and collaborate with key stakeholders to strengthen the culture of volunteerism and identify opportunities for joint efforts to achieve shared goals.
- Promote volunteering opportunities and the importance volunteering plays in the community.
- Improve the experience volunteers have when volunteering with the Council.
- Support the well-being of Council volunteers and include volunteers in decisions that affect them.
- Advocate for improved access to training and resources that support volunteers and Volunteering Involving Organisations.

Focus areas

The strategic objectives of the Volunteer Strategy are mapped under the three interconnected focus areas identified in the *National Strategy for Volunteering 2023–2033:*

1. Individual potential and the volunteer experience

2. Community and social impact

3. Conditions for volunteering to thrive

Underpinning these focus areas, the Council has developed strategic objectives that are relevant to its local context.

Aligning these objectives with the national framework re-affirms and advances the shared agenda of enhancing community well-being, ensuring volunteering continues to be sustainable and an integral part of the social and cultural fabric.

Action Plan

The actions outlined below inform and guide the Council's Volunteer Service priorities over the three-year period of the strategy to achieve the vision, focus areas and objectives of the service.

Focus area 1: Individual potential and the volunteer experience

Outcome

A City known for excellence in volunteering services.

Strategy 1.1	Create an accessible, inclusive, interactive, and easy to navigate Volunteer Lifecycle.	Timeframe	Budget estimate	Council role
Action 1.1.1	Review the Council's Volunteer Program procedures and create an online alternative and/or more effective and easier to navigate process.	Year 1 (review) Year 2	Existing resources	Involved
Action 1.1.2	Understand and document the intended tenure and 'retirement' timeframes of volunteers and identify the 'at risk' roles of volunteers which may be facing higher vacancy rates.	Year 2	Existing resources	Involved
Action 1.1.3	Explore ways to actively increase the visibility of volunteering opportunities within our City (internal and external opportunities).	Ongoing	$1,500	Involved

Strategy 1.2	Raise community awareness of the value of volunteering.	Timeframe	Budget	Council role
Action 1.2.1	Explore ways to actively promote the personal and community benefits and impact of volunteering.	Ongoing	Existing resources	Involved
Action 1.2.2	Trial a 'share your story' initiative on the Council's website or other online platform, where volunteers can share real life stories about their volunteering experience.	Year 3	Existing resources	Involved but community led
Action 1.2.3	Develop volunteer social media guidelines to support volunteers to actively utilise social media to share their stories and experiences.	Year 1	Existing resources	Involved

Strategy 1.3	Support and encourage broad demographic representation across Council volunteers	Timeframe	Budget	Council role
Action 1.3.1	Work with the community to explore barriers to volunteering and generate ideas to overcome them.	Ongoing	Existing resources	Involved via surveys/ focus groups
Action 1.3.2	Identify and trial opportunities to mentor and develop young person specific community led volunteer projects.	Years 2 & 3	Existing resources	Involved but community based
Action 1.3.3	Identify collaborative partnerships to increase sustainability of the Volunteer Program, increase volunteer participation and develop new volunteer initiatives where both parties contribute and receive mutual benefit.	Ongoing	Existing resources	Involved
Action 1.3.4	Explore ways to make community led action easier by reducing red tape, building community capacity and supporting co-design volunteer initiatives that collectively utilise local resources, skills, and expertise to foster local solutions to address local needs and aspirations	Years 2 & 3	Existing resources	Involved with partnerships

Strategy 1.4	Recognise, communicate and celebrate volunteers' positive contribution to the community.	Timeframe	Budget	Council role
Action 1.4.1	Develop a Volunteer Recognition Plan to publicly recognise and celebrate volunteers' contribution.	Years 1 & 2	Existing resources	Involved
Action 1.4.2	Include volunteers in decisions that affect them.	Ongoing	Existing resources	Involved by surveys and discussion
Action 1.4.3	'Close the loop' by providing information to volunteers on the results of their involvement.	Ongoing	Existing resources	Involvement via quarterly newsletters
Action 1.4.4	Establish an e-newsletter to keep volunteers informed and connected to the Council and their volunteering community.	Year 1	Existing resources	Direct involvement and responsibility

Focus area 2: Community and social impact

Outcome

A supportive City that delivers a diverse Volunteer Program aligned with community needs and implemented to a high standard.

Strategy 2.1	Regularly review the Council's Volunteer Program to identify program gaps, ensure the program aligns with the Council's vision, and is continuing to deliver outcomes for the community.	Timeframe	Budget
Action 2.1.1	Design and implement program evaluation measures to assess the outcomes and impact of volunteer programs to inform future planning.	Years 2 & 3	Existing resources
Action 2.1.2	Conduct a community needs assessment to inform the development of new initiatives to better fulfill community needs and respond to service gaps.	Years 2 & 3	Existing resources
Action 2.1.3	Continue to research emerging trends in program development and delivery and consider their application to the Council's Volunteering Program.	Ongoing	Existing resources
Action 2.1.4	Develop a new Volunteer Program Procedure.	Year 2	Existing resources

Strategy 2.2	Advocate to meet community needs	Timeframe	Budget
Action 2.2.1	Work with key stakeholders to share knowledge, expertise, and resources to strengthen the culture and best practice delivery of volunteering in the City.	Ongoing	Existing resources
Action 2.2.2	Advocate and partner with peak bodies and training providers to deliver governance and other relevant training for Volunteering Involving Organisations in the City to build stronger and more resilient community services.	Ongoing	Existing resources
Action 2.2.3	Include Volunteer Involving Organisations, where relevant, in Council led business networks and training.	Ongoing	Existing resources
Action 2.2.4	Ensure Council is represented on volunteering networks, committees, and relevant working groups, as appropriate.	Ongoing	Existing resources
Action 2.2.5	Monitor and share volunteering data and trends with the organisation to inform planning.	Ongoing	Existing resources

Focus area 3: Conditions for volunteering to thrive

Outcome

A thriving, active, satisfied, and participating volunteer-force.

Strategy 3.1	Invest in volunteer training to improve capacity and capability of volunteers.	Timeframe	Budget
Action 3.1.1	Conduct a Training Needs analysis to inform the development of an annual Volunteer Training Program.	Years 1 & 2	Existing resources
Action 3.1.2	Improve access to training and resources that support volunteers to excel in their roles and further develop their skills and knowledge to respond to emerging community needs.	Years 2 & 3	TBC

Strategy 3.2	Use innovative and leading practices to support volunteering in the City.	Timeframe	Budget
Action 3.2.1	Maintain and enhance volunteer management software and platforms to maximise resource use and explore options for including external volunteer involving organisations.	Years 2 & 3	Existing resources
Action 3.2.2	Identify opportunities for collaborative projects with Volunteer Involving Organisations to meet community needs.	Years 2 & 3	TBC
Action 3.2.3	Explore ways to share knowledge, available volunteering resources and sector opportunities with Volunteering Involving Organisations.	Year 2	Existing resources
Action 3.2.4	Be guided by the National Standards for Volunteer Involvement to inform Council volunteer service planning and actions.	Ongoing	Existing resources
Action 3.2.5	Monitor and be responsive to volunteer trends and emerging needs.	Ongoing	Existing resources

Strategy 3.3	Establish volunteer feedback and record management processes.	Timeframe	Budget
Action 3.3.1	Continue to train volunteers in volunteer management software to assist volunteers to easily maintain accurate record keeping and provide critical information and updates.	Ongoing	Existing Resources
Action 3.3.2	Establish a volunteer feedback and review process to gather, analyse and implement feedback to improve the Volunteer Service.	Year 2	Existing Resources
Action 3.3.3	Host volunteer focus groups and forums to inform volunteer service planning and development.	Years 2 & 3	Existing Resources

Justice of the Peace volunteer

Implementation and Monitoring

The Council is committed to maintaining detailed records and timely
and transparent reporting of activities, progress and outcomes.

Each year throughout the lifecycle of the strategy, an annual implementation and management plan will be developed. The plan will identify actions from the Volunteer Strategy 2025–2028 that the Council will focus on during that year and map, projects, resources, budget, stakeholders, collaborative partners, project team members and timelines against each action to ensure efficient and effective delivery.

The strategy has been developed, and will be delivered through, close working relationships with the Council's volunteering community, volunteering involving organisations and program participants. To continue this two-way dialogue, key outcomes, and progress updates will be reported annually and shared via the Council's website and the Council's Annual Report.

The success of this strategy may be influenced by external factors and changes in the external environment, legislation and the volunteer sector.

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Further information

For information on the Volunteer Strategy 2025–2030, please visit www.npsp.sa.gov.au or phone 8366 4555.

You can also visit the Council's Citizen Service Centre at the Norwood Town Hall, 175 The Parade, Norwood.

Additional copies

The Volunteer Strategy 2025–2028 can be viewed online at www.npsp.sa.gov.au

Copies may also be obtained by:

- visiting any of the Council's Libraries
- emailing townhall@npsp.sa.gov.au
- contacting the Council on 8366 4555
- writing to the Council at PO Box 204, Kent Town SA 5074

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Thinking of the environment

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