

# DRAFT VOLUNTEER MANAGEMENT PLAN 2025-2030



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Barngarla People, the Traditional Owners of the land on which the City of Port Lincoln rests and their continuing connection to land, sea, culture, and community.

We pay our respects to Elders past, present, and emerging, and we extend that respect to all other Aboriginal and Torres Strait Islander peoples in our community.

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# MAYOR'S MESSAGE

**I am proud to present our first Volunteer Management Plan — a strategic step forward in recognising, supporting, and strengthening the incredible contributions of volunteers.**



Our Volunteer Management Plan has a primary focus on Council volunteering programs and ensuring that volunteering remains a rewarding, accessible, and sustainable experience. It outlines how Council will continue to engage and support our volunteers in a way that is structured, inclusive, and responsive to modern needs and lifestyles.

Council volunteers play a vital role in supporting key community venues and services. From ushering and bar service at the Nautilus Arts Centre, to shelving at the Port Lincoln Library, welcoming cruise ship visitors, and guiding tours at Mill Cottage Museum, their contributions enrich our cultural life and strengthen community pride. Their dedication is deeply valued and reflects the spirit of service that helps our city thrive.

This plan also demonstrates we are committed to supporting volunteering in our community more broadly within our resourcing capacity. As Mayor, I am committed to acknowledging and recognising the significant contributions made by local volunteers wherever I can and advocating for federal and state government support to address challenges and barriers faced by volunteering involving organisations.

I very much look forward to growing our annual volunteer appreciation function during National Volunteer Week. Council also looks forward to collaborating with volunteer-involving organisations on projects and initiatives that benefit our community, and our community grant funding program is available to assist fund projects and programs.

Volunteering lies at the heart of what makes Port Lincoln such a special place to live. Every day, volunteers across our city give their time, energy, and compassion to support others and help shape a more connected, resilient, and inclusive community.

To every volunteer who has contributed their time to our community— thank you. Your dedication is truly valued, and this plan reflects our commitment to supporting and growing your contributions.

*Diana Mislav*

Mayor, City of Port Lincoln

# INTRODUCTION

**The City of Port Lincoln recognises the invaluable contributions made by volunteers and is committed to fostering a culture that supports, develops, and celebrates their efforts. This Volunteer Management Plan is a blueprint for how Council will engage volunteers effectively, ensuring a positive, safe and meaningful experience, while supporting and adding value to Council projects and programs.**

Our Volunteer Management Plan aims to create a clear and inclusive framework that aligns with Council's priorities and the needs of the community. We will focus on ensuring sustainable participation and engagement with Council volunteer programs and associated service delivery and providing structured support, training, and recognition to our volunteers.

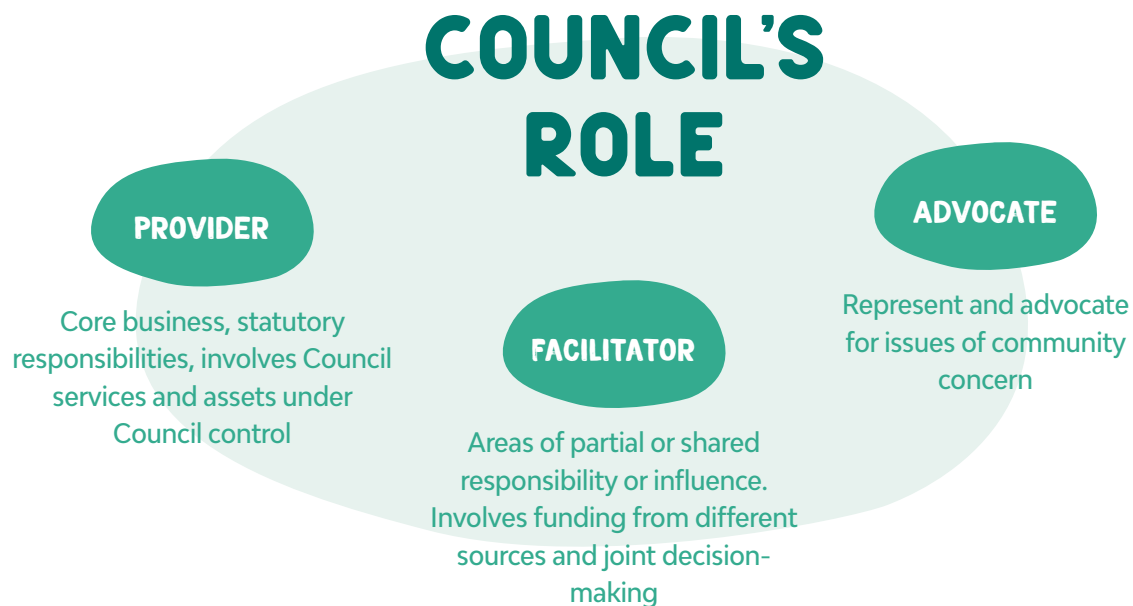
Through this plan, we aim to build a thriving volunteer framework that will support council services and empower individuals to develop new skills, build social connections, and contribute to a stronger, more resilient community. By valuing and investing in our volunteers, we can assist in ensuring our community remains a vibrant and supportive place for all.

We also seek to support volunteering more broadly in the community and celebrate the important contributions made by volunteers and volunteer-involving organisations in line with Council's resourcing capacity and scope.

## SCOPE

The Volunteer Management Plan aims to guide development and ongoing sustainability of Council volunteer programs, identify priority areas of action and also address emerging opportunities and challenges facing volunteerism more broadly in the community, within Council's resourcing capacity (financial and staffing).

It is important Council is realistic about its resourcing capacity and role in this space. The Volunteer Management Plan has been developed in consideration of Council's role and capacity together with the role and responsibilities of National and State Governments, Volunteer Peak Bodies and Volunteer Involving Organisations.



As a **provider** in this space, we will focus on ensuring safe, meaningful, inclusive and sustainable participation and engagement with Council volunteer programs and initiatives that are aligned to our Strategic Directions Plan and provide structured support, training, and recognition to our volunteers.

As a **facilitator**, we will continue to support external volunteer-involving organisations through the provision of our own grant funding opportunities and will aim to develop partnerships to deliver training and capacity building initiatives for volunteer-involving organisations that are engaged by Council for identified projects. We will also assist connect volunteers to volunteer-involving organisations via our communication channels.

As an **advocator**, we will liaise regularly with local volunteer-involving organisations to learn of opportunities and challenges to effectively advocate on their behalf and will actively promote volunteer awareness campaigns led by peak bodies. We will also continue to acknowledge and celebrate the contributions of local volunteers.

Direct provision of services and support outside of the abovementioned, is beyond the scope of Council's role in volunteering. For example, providing overarching volunteer management services to local volunteer-involving organisations is beyond Council's scope.

# VOLUNTEERING DEFINITIONS

The National Strategy for Volunteering provides the following definitions relative to volunteering:

## VOLUNTEERS

Time willingly given for the common good without financial gain

## VOLUNTEERING ECOSYSTEM

A network of people, organisations, institutions and agencies all working for the collective viability and recognition of volunteering in Australia

## VOLUNTEERING MODELS

Council recognises the broader value of volunteering and the various forms in which this is undertaken. The following volunteering model definitions are provided by the National Strategy for Volunteering:



### FORMAL

Time willingly given for the common good and without financial gain, taking place within organisations and groups (including institutions and agencies) in a structured way



### INFORMAL

Time willingly given for the common good and without financial gain, taking place outside the context of a formal organisation or group. This includes assisting people in the community, excluding one's own family members.



### ACTIVITY BASED

Where individuals or groups volunteer to complete an activity-based task or role. For example, planting trees or sorting donations



### 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



### SPONTANEOUS

People without a formal association with a volunteer-involving organisation who seek out or are invited to help with various volunteering opportunities, often in connection with a community response to disasters



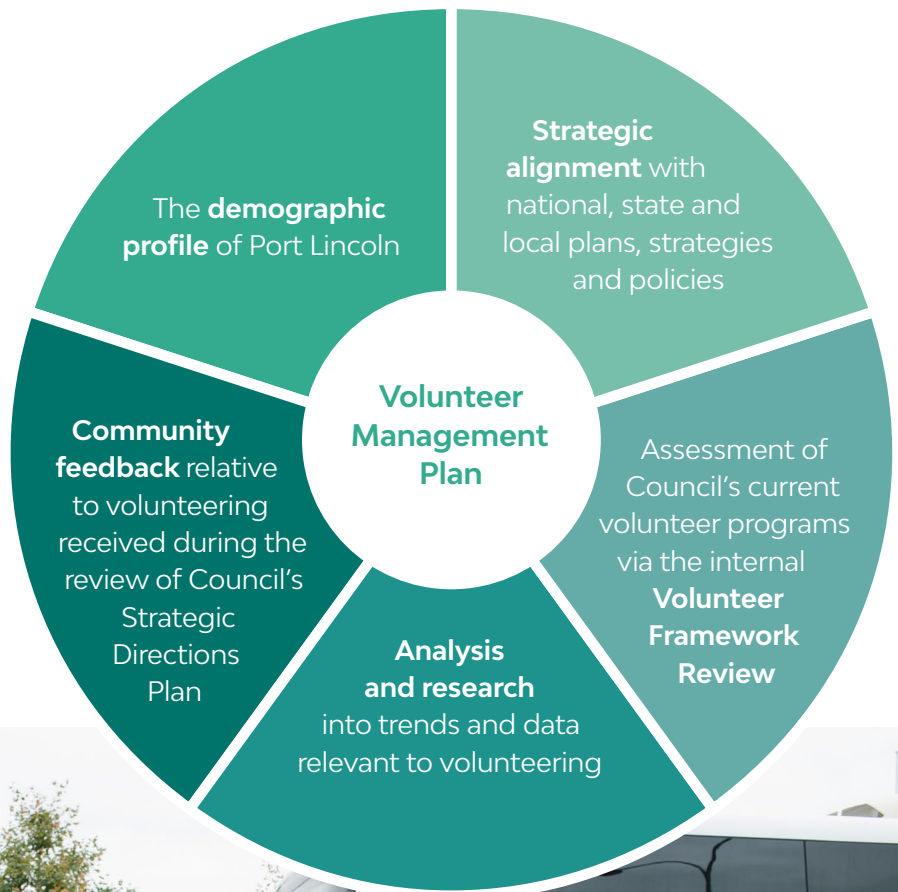
### CORPORATE

Where employees are empowered or enabled by their workplace to contribute time, skill, or effort to a volunteer involving organisation or cause

# SHAPING OUR PLAN

## – WHAT WE DID, WHAT WE HEARD

In developing the Volunteer Management Plan, Council considered:





# DEMOGRAPHIC PROFILE

A review of demographic and population data shows that approximately one fifth (18.9%) of Port Lincoln's population volunteers, above the state average of 17%.

Our community is aging, with 41% aged 50 or over, and volunteering is most common among those aged 45–74. Additionally, 11.8% of people provide unpaid assistance to others, and 6.5% need help with daily activities due to living with disability. The City also has a diverse population, with 6.6% identifying as First Nations and 16% born overseas.

**18.9%** of our population volunteers, compared to state average of 17%

**11.8%** of people identified as having provided unpaid assistance to others

**6.6%** of our population are First Nations peoples

**41** years median age (regional SA is 41)

**83** Life expectancy is 83 years

**41%** of people in Port Lincoln were 50+ in 2021 compared to 35% in 2011

**32%** of occupied dwellings are made up of single person households

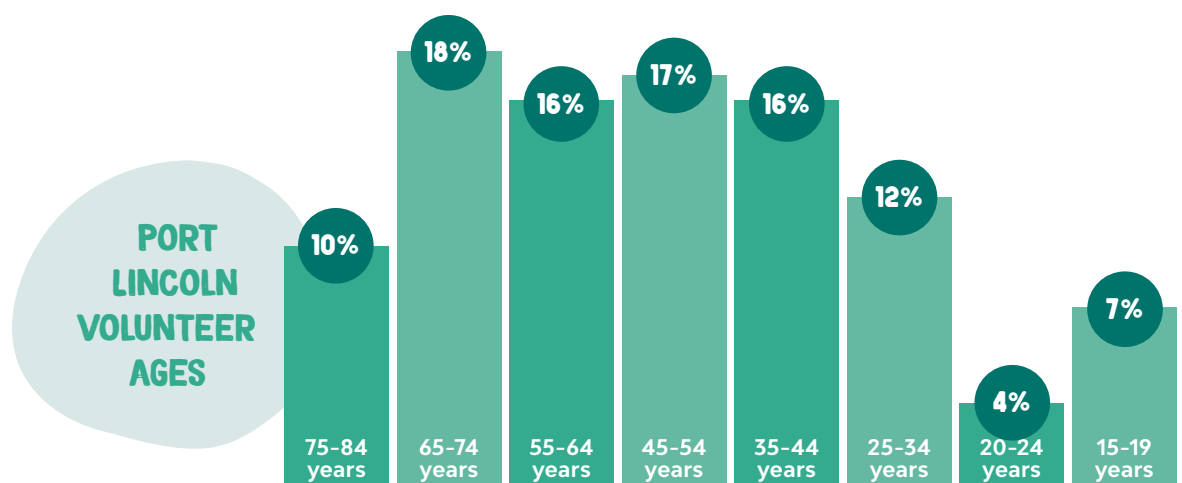
**29.6%** of young people are disengaged or partially disengaged

**6.5%** of people need assistance in their day to day lives living with disability

**16%** of Port Lincoln residents were born overseas

**7%** of residents speak a language other than English

**57.7%** in the labour force (not in the labour force 35.7%, not stated 6.5%)





# STRATEGIC ALIGNMENT

The Volunteer Management Plan considers the following strategies, plans, and legislation.

## 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 identifies three (3) focus areas:

- individual potential and the volunteer experience;
- community and social impact; and
- conditions for volunteering to thrive.

Council's Volunteer Management Plan identifies actions aligned to these national focus areas and aims.

## VOLUNTEERING STRATEGY FOR SOUTH AUSTRALIA 2021-2027 (REFRESHED FOR 2024)

The *Volunteering Strategy for South Australia 2021-2027* was refreshed in 2024 to align with the National Strategy for Volunteering 2023-2033. The Strategy includes the latest volunteer statistics from the *SA State of Volunteering Report 2023* which have been analysed when developing our Volunteer Management Plan. Actions within this Strategy have also been considered when developing our own Volunteer Management Plan actions.

## VOLUNTEER MANAGEMENT FRAMEWORK BY THE LOCAL GOVERNMENT ASSOCIATION MUTUAL LIABILITY SCHEME (LGAMLS)

LGAMLS provides the City of Port Lincoln with fully integrated risk, claims and legal services. The Volunteer Management Framework includes guidelines and templates for effective management of volunteers which will assist in ensuring a quality outcome when implementing the Volunteer Management Plan.

## CITY OF PORT LINCOLN STRATEGIC DIRECTIONS PLAN 2025-2034

The Strategic Directions Plan 2025-2034 shares the vision and aspirations for the future of City of Port Lincoln and outlines how Council will, over the next ten years, work towards achieving the best possible outcomes for the City, community and stakeholders.

The Strategic Directions Plan guides Council's priority setting and decision making and will assist in prioritising key community projects, ensure the well-aligned provision of essential community services and infrastructure, and support the significant partnerships necessary to continue to allow the City of Port Lincoln to thrive and develop.

Our Volunteer Management Plan also reflects and considers relevant actions and objectives within the Southern Eyre Peninsula Regional Public Health Plan, Council's Disability Access and Inclusion Plan, Reconciliation Action Plan, Sport and Recreation Strategy, Empowering our elders Strategy and other relevant Council WHS policies and procedures.

# EXISTING COUNCIL VOLUNTEER FRAMEWORK

The following section of this plan provides a snapshot analysis of Council’s volunteer framework and summarises the findings of the volunteer management framework review undertaken by Council in 2020.

## VOLUNTEERING OPPORTUNITIES AT THE CITY OF PORT LINCOLN

### 1. Established Volunteer Programs:

Individual volunteers are onboarded to the following volunteer programs:

- **Nautilus Arts Centre** (usher, bar attendant, exhibition hanger)
- **Port Lincoln Library** (shelving assistant)
- **Cruise Ship** (welcome ambassador)
- **Mill Cottage Museum** (curator and tour guide)

The following table provides a snapshot of volunteer hours over the past two financial years.

Volunteer hours	
Nautilus Arts Centre	
Number of Volunteers	21
2023/2024 Volunteer Hours	124
2024/2025 Volunteer Hours	118
Mill Cottage	
Number of Volunteers	16
2023/2024 Volunteer Hours	506
2024/2025 Volunteer Hours	402
Cruise Ship	
Number of Volunteers	24
2023/2024 Year Volunteer Hours	537
2024/2025 Year Volunteer Hours	480
Library	
Number of Volunteers	1
2023/2024 Volunteer Hours	44
2024/2025 Volunteer Hours	33

## 2. Land tenure

Incorporated volunteer organisations undertake activities within facilities owned by Council via a license agreement arrangement. Examples include local sport and recreation organisations, the Port Lincoln Multicultural Council Inc and the Port Lincoln History Group Inc.

## 3. Memorandum of Agreement

Volunteer organisations that are incorporated or auspiced are able to undertake approved activities on land under the care and control of Council via a Memorandum of Agreement. Examples include the Friends of Parnkalla Walking Trail Inc and the Port Lincoln Garden Club Inc.



Mill Cottage Museum



Nautilus Arts Centre



Port Lincoln Library





## OVERSIGHT OF VOLUNTEERING AT THE CITY OF PORT LINCOLN

Council's Community, Culture and Recreation team is responsible for development, implementation, review and maintenance of policies and procedures associated with Council volunteers as well as onboarding volunteers to volunteer programs. This team is also responsible for actions within this plan that aim to facilitate or advocate for volunteering involving organisations and initiatives.

Council's Places and Presentation team is responsible for enactment and monitoring of land tenure related license agreements.

Council departments that operate the volunteering programs are responsible for the operational implementation, enactment of Memorandum of Agreements and supervision of specific volunteer programs and volunteers.







## VOLUNTEER FRAMEWORK REVIEW

In 2021, an in-depth review into Council's volunteer management framework was undertaken. This process highlighted the need to investigate and scope development of an overarching volunteer management plan to guide strategic, management and operational focus, inclusive of the following considerations:

1. Review of current volunteer programs to ensure continued relevance and alignment with Council's Strategic Directions Plan inclusive of:
  - identification of gaps and redundant programs/roles
  - identification of Council initiatives that could be supported by the introduction of volunteer programs
2. The review also highlighted the need to clearly define and communicate Council's role relative to volunteering in the community.
  - recruitment and retention strategies
  - reward and recognition programs
  - resourcing
  - risk management identification and mitigation
  - streamlined and coordinated volunteer management approach, inclusive of appropriate tools and software.

# VOLUNTEER TRENDS ANALYSIS

The SA State of Volunteering  
2023 Report states:

## TOP 5 MOTIVATIONS TO VOLUNTEER

1. To help others
2. For enjoyment
3. To use skills and experience
4. For social and community connection
5. To be active

## TOP 3 RECRUITMENT CHANNELS

1. Word of mouth
2. Social media
3. Online search

## BARRIERS TO VOLUNTEERING (FOR NON-VOLUNTEERS)

1. No time
2. Not sure how / never been asked
3. Not interested in volunteering
4. Lack of confidence
5. Health reasons

## BARRIERS TO VOLUNTEERING (FOR EXISTING VOLUNTEERS)

1. No time
2. Costs
3. Burnout (over-volunteering)
4. Health reasons
5. Not interested in volunteering anymore

## TOP RETENTION STRATEGIES

1. Volunteer training and development
2. Personal relationship building
3. Role flexibility and accessibility support

## BIGGEST CHANGES IN VOLUNTEER MANAGEMENT IN LAST 3 YEARS

- Number of volunteers has decreased
- Amount of training required has increased
- Fewer board-level volunteers are available

## VALUE OF VOLUNTEERING

- Estimated **\$5.20** return for every \$1 invested in volunteering
- Volunteering SA&NT currently value the volunteering hour (average) at **\$46.62**



## THE NATIONAL STRATEGY FOR VOLUNTEERING REPORTS

**The volunteering sector faces challenges to its sustainability including declining numbers of formal volunteers, barriers to participating in volunteering and increasing demand for services delivered by volunteers.**

Volunteering also faces the following challenges from current demographic and economic circumstances:

- the compound effects of Australia's ageing population;
- housing and cost of living crises; and
- the mental health epidemic.

The reported rate of formal volunteering in Australia has been steadily declining, from about one in three people in 2010 to just over one in four in 2022. Several factors are responsible for this decline, many of which relate to the challenges people face in their broader lives such as being time poor or having to balance paid work and unpaid care.

Decreased participation in formal volunteering creates significant challenges for volunteer-involving organisations and for the general population, with many critical services such as emergency management, 24-hour helplines, and food security programs being heavily dependent on formal volunteer involvement.

Volunteering has a role in addressing demographic and social trends, including the growth of single person households and increasing loneliness. Volunteering does this by providing opportunities for connection with like-minded people and groups, engagement beyond social networks and access to activities and decision-making that shape our collective future.





# COMMUNITY FEEDBACK

Opportunities and barriers associated with volunteering was highlighted during the community consultation process associated with the review of the Strategic Directions Plan, with the following key action subsequently included under Goal 2: Liveable and Active Communities.

## Goal 2: Liveable and Active Communities

**Strategic Action 2.6 Promote opportunities to volunteer and the capacity of volunteers by developing and implementing a Volunteer Management Plan**



# GUIDING PRINCIPLES

The Volunteer Management Plan is aligned with the National Strategy for Volunteering Focus Areas:



INDIVIDUAL POTENTIAL AND THE VOLUNTEER EXPERIENCE	COMMUNITY AND SOCIAL IMPACT	CONDITIONS FOR VOLUNTEERING TO THRIVE
Volunteering is safe, inclusive, accessible, meaningful and not exploitative	The diversity and impact of volunteering is articulated and celebrated	The right conditions are in place for volunteering to be effective



# WHAT ARE WE DOING?

In this section of the Volunteer Management Plan, we have undertaken an assessment of the activities already undertaken by Council that support and promote volunteering, and this assessment has been aligned with the National Strategy for Volunteering Focus Areas.

Focus Area	Council Action
<b>Individual potential and the volunteer experience</b> Volunteering is safe, inclusive, accessible, meaningful and not exploitative.	<ul style="list-style-type: none"> <li>• Provision of volunteering opportunities via established volunteer programs, land tenure and memorandum of agreements</li> <li>• Modified volunteer onboarding processes to support persons with disability participate in the library volunteer program</li> <li>• Development of the internal Volunteer Framework Review to address success, gaps, barriers and opportunities relative to Council volunteer programs</li> </ul>
<b>Community and Social Impact</b> The diversity and impact of volunteering is articulated and celebrated.	<ul style="list-style-type: none"> <li>• Host functions for volunteers across the community during National Volunteer Week</li> <li>• Host an end of season thank you function for the Cruise Welcome Program volunteers</li> <li>• Provision of letters of support for volunteer-involving organisations seeking grant funding</li> <li>• Nominate volunteers for the annual Premier's Certificate of Volunteering</li> <li>• Provision of an online calendar of events with free and accessible listings for community events, programs and activities to support and promote community wellbeing and inclusion, including opportunities to volunteer</li> <li>• Supports and advocates for programs and initiatives that support volunteers and encourage social connection, for example via the Community Grant Funding Program</li> </ul>
<b>Conditions for Volunteering to thrive</b> The right conditions are in place for volunteering to be effective.	<ul style="list-style-type: none"> <li>• Provision of an annual budget allocation to support volunteers and volunteering programs</li> <li>• Provision of personal protective equipment for volunteers</li> </ul>

# WHAT WILL WE DO?

This section of the Volunteer Management Plan sets out the actions that Council will undertake to further promote and support volunteering, aligned to the National Strategy for Volunteering Focus Areas.

## 1. Individual potential and the volunteer experience

Volunteering is safe, inclusive, accessible, meaningful and not exploitative.

Action	Team	Role	Budget Considerations			
			25/26	26/27	27/28	28/29
1.1 Review Council's Volunteer Management Policy to clearly define opportunities to volunteer with Council	CCR G&C	Provider	Internally resourced			29/30
1.2 Continue to implement the actions identified in the Volunteer Framework Review to ensure alignment with WHS and Mutual Liability Scheme requirements	CCR	Provider	Internally resourced			
1.3 Promote inclusive volunteering opportunities by continuing to facilitate opportunities for people living with disability to participate in Council volunteer programs, in line with Council's Disability Access and Inclusion Plan	CCR	Provider	Internally resourced			
1.4 Leverage work undertaken by Volunteering peak bodies (eg Volunteering SA&NT) to implement inclusive recruitment practices to engage and support volunteers from diverse backgrounds	CCR	Provider				TBA
1.5 Continue to seek guidance from Council's Reconciliation Action Plan Working Group and other relevant stakeholders to promote culturally safe volunteering opportunities with Council	CCR	Facilitator	Internally resourced Ongoing			
1.6 Partner with peak bodies and training providers to deliver training and capacity building initiatives for Council volunteers and volunteer-involving organisations undertaking projects in partnership with Council	CCR	Facilitator	Ongoing \$3,000 PA			

Action	Team	Role	Budget Considerations			
			25/26	26/27	27/28	28/29
1.7 Develop a process to include Council volunteers in decisions that affect them	CCR	Provider			Internally resourced	
1.8 Actively promote and share volunteering opportunities across our networks – for example, by distributing external volunteering opportunities to the Council's volunteer pool and through our external communication channels	CCR	Facilitator	Ongoing Internally resourced			

## 2. Community and Social Impact

The diversity and impact of volunteering is articulated and celebrated.

Action	Team	Role	Budget Considerations			
			25/26	26/27	27/28	28/29
2.1 Continue to host volunteer appreciation events and initiatives for the community during National Volunteer Week	CCR	Advocate	Ongoing \$1,500 PA			
2.2 Continue to host internal appreciation functions for Council volunteer programs such as at the end of the cruise season	CCR T&ED	Provider	Ongoing \$1,000 PA			
2.3 Continue to support volunteer-involving organisations via the community grant funding program	CCR	Facilitator	Ongoing As per adopted budget			
2.4 Explore ways to actively increase the visibility, benefits and impact of volunteering within the community (internal and external opportunities). For example, implement a 'share your story' initiative in Council's community e-newsletter where volunteers from all local volunteering-involving organisations can share their volunteering experiences	CCR	Facilitator	Ongoing Internally resourced			
2.5 Establish and distribute a regular internal volunteer newsletter	CCR	Provider	Ongoing Internally resourced			
2.6 Liaise regularly with local volunteering-involving organisations to learn about opportunities, challenges and barriers in order to effectively advocate on their behalf	CCR	Advocate	Ongoing Internally resourced			



### 3. Conditions for Volunteering to thrive

The right conditions are in place for volunteering to be effective.

Action	Team	Role	Budget Considerations				
			25/26	26/27	27/28	28/29	29/30
3.1 Develop a program evaluation process to assess outcome and impact of existing Council volunteer programs to inform future planning	CCR to lead P&P Library NAC G&C	Provider				Internally resourced	
3.2 Conduct a review of Council operations to identify gaps and opportunities for new volunteer programs — such as support for major Council events — inclusive of a clear assessment and decision-making process to evaluate and implement	CCR to lead T&ED P&P Library NAC G&C	Provider				Review - internally resourced Potential future budget impacts	
3.3 Develop and implement a process to identify and align current and potential Council volunteer opportunities with various types of volunteering (e.g., formal, informal, event-based) to better attract and meet volunteer needs	CCR to lead T&ED P&P Library NAC G&C	Provider					Process development - internally resourced Potential future budget impacts
3.4 Establish a volunteer feedback and review process to gather, analyse and implement feedback to improve Council volunteer programs	CCR G&C	Provider			Internally resourced		

Action	Team	Role	Budget Considerations			
			25/26	26/27	27/28	28/29
3.5 Review MOAs and License Agreements with volunteer-involving organisations to ensure alignment with WHS/Risk requirements and goals and objectives of Council, inclusive of identification of training needs and a feedback and review process	P&P CCR G&C	Provider	Internally resourced			
3.6 Actively support and promote volunteer awareness campaigns led by peak volunteering bodies, including Volunteering Australia and Volunteering SA-NT	CCR	Advocate	Internally resourced Ongoing			

#### Team

CCR	Community, Culture & Recreation
P&P	Places and Presentation
T&ED	Tourism and Economic Development
G&C	Governance and Communications
LIB	Library
NAC	Nautilus Arts Centre









## CONTACT

For further information on the Volunteer Management Plan contact the Council Administration Office:

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