

# Hobsons Bay Volunteering Strategy

2018



HOBSONS  
BAY CITY  
COUNCIL





# INTRODUCTION

People in Hobsons Bay love to volunteer, and volunteers play a major role in the day-to-day life of the community. The volunteer sector is both diverse and active in many areas of community life.

The impacts of these efforts are felt across the municipality, both directly and indirectly, in supporting vulnerable and/or disadvantaged people, strengthening or repairing the environment, protecting heritage and celebrating life in Hobsons Bay.

Many voluntary activities come into being from a call to action, through the vision, interest or skill of an individual who saw a need and responded. As a reflection of this environment, Hobsons Bay has a rich and diverse range of clubs, advisory committees, community groups and organisations, each of which sustains and contributes to the community as a diverse, dynamic and unique place.



# AIM AND PURPOSE OF THE STRATEGY

The volunteer sector is complex and constantly changing. These changes are multifaceted:

**the changing nature of community – shifting expectations, needs and interests and engagement methods**

**the changing expectations of volunteers by managers and agencies**

**the changing legislative environment**

Council is a partner or funding body for many volunteer-involving organisations, as well as being a manager of volunteers in its own right. The impact from these changes will be felt by Council as greatly as it will be by the sector and the municipality overall. It is in this environment where Council and the sector must invest and adapt to stay relevant and compliant.

**As a response,** Council committed to developing a volunteering strategy aimed at clarifying and defining a strategic direction for Council, capturing the heart and voice of the volunteering community. Together, we have created an inspiring shared vision which will guide the planning, resourcing and management of the volunteering sector, within a rigorous strategic context.

As such, this strategy is more than a planning document, it is the next iteration in a continuum of deliberative democratic actions by the people of Hobsons Bay, the volunteers who, together with Council, have driven its inception. It is a call to action seeking to demonstrate and support the diversity, agility and resilience of the Hobsons Bay community.



## Methodology and background

### Background

The energy underpinning the development of the Hobsons Bay Volunteering Strategy has been contingent on the development of partnerships across the community and volunteer sector. It is important that a culture of collaboration is fostered, strengthening the environment where the volunteering strategy will prosper, both internally and externally. Mutual investment by Council and the sector has resulted in relationship development and capacity building, a deeper understanding of the local volunteer landscape and opportunities for collaboration into the future. Significant achievements have been accomplished in the following areas:

- LGPro Volunteer Working Group
- Volunteer West
- Neighbourhood Houses and Community Centres
- Cultivating Capacity 2 – pilot governance training program delivered by Hobsons Bay in February – July 2017

### Methodology

The following activities have been undertaken in the development of the Hobsons Bay Volunteering Strategy:

- review of evidence-based research and trends in community volunteering
- review of the 2015 Active Community Volunteering Discussion Paper
- research into the policy context at national, state and local levels
- benchmarking across six western regional councils
- benchmarking Victorian councils with similar demographics and volunteer resourcing structures
- consultations, interviews and discussions with leaders across the volunteering and community sector
- survey and consultations with the Western Region Councils' Volunteer Management Group
- survey, consultations and interviews with the Hobsons Bay City Council internal Volunteer Management Group
- survey, consultations and interviews with community organisations and volunteers to explore their issues and experiences of volunteering

# VOLUNTEERING

## A definition of Volunteering

Volunteering Australia defines volunteering as 'time willingly given for the common good and without financial gain' (Volunteering Australia 2015). The definition is accompanied by a set of explanatory notes providing clarity on what is in and what is out. Volunteering is a way for people to become involved in their community that is interesting, satisfying and fun. It can be formal or informal, full time or part time, occasional or even once off. Volunteers are the lifeblood of communities across Victoria (Volunteering Victoria).

There are many sectors across the municipality engaging volunteers that depend on volunteer energies and expertise to succeed. The diversity is great - from sporting clubs to environmental and libraries 'friends of' groups, surf lifesavers to historical societies, committees of management overseeing facilities or kindergartens to boards or interfaith groups. Others provide welfare and personal care support or manage op shops.

Many people and agencies create great impact but some groups may not even label their efforts as volunteering, even though it fits within the definition. Beyond the formal structures, many people seek informal or situational volunteering – such as tree planting days, working bees, one-off arts events or engage in volunteering following disasters and emergencies. Other examples of informal volunteering include caring for elderly neighbors, tutoring, mentoring and helping with the coordination of local community-led events and activities.

In formulating the Hobsons Bay Volunteering Strategy, we acknowledge that some residents may have different definitions of volunteering and might not consider their activities to fall under the above definition as 'volunteering', nor consider themselves as 'volunteers'.

## The value of volunteering

However this definition on its own does not describe the underpinning motivations for volunteering. The State of Volunteering in Australia Report (2012) states that 'volunteering is a human activity, a basic expression of human relationships that occurs in every society in the world. People engage in volunteerism for a great variety of reasons. The terms which define it and the form of its expression may vary in different languages and cultures, but the values which drive it are common and universal: 'a desire to contribute to the common good, out of free will and in a spirit of solidarity, without expectation or material reward'.

Volunteering can be seen to represent many of the intangible aspects of our values, customs and patterns of life.



# STATE OF VOLUNTEERING IN HOBSONS BAY

## Snapshot of volunteers in Hobsons Bay

### Demographic profile

Across the municipality, Hobsons Bay hosts many clubs, community groups and organisations. Each contributes to the diversity and sustainability of community life: the arts, people with disabilities, recreation and leisure, cultural celebration and heritage, education, childcare, community safety, people of faith, emergency relief, sporting activities, the environment and care of older people. Many of these groups are managed entirely by volunteers and the services of these groups are delivered by volunteers. Others, like Council, engage volunteer's along-side a paid workforce to deliver services and activities.



In 2016, over 12,000 Hobsons Bay residents identified as having volunteered within the community, as shown in Tables 1 and 2. Table 3 illustrates significant growth in the local volunteerism in particular suburbs of Hobsons Bay and at the same time quite limited growth in others relative to the overall increase seen across Victoria. Between 2011 and 2016, the number of people in Hobsons Bay identifying as having volunteered increased 26 per cent. Most notably, it was the suburbs of Altona North, Brooklyn, Laverton and Seabrook which experienced the most growth in volunteerism. Brooklyn in particular grew its volunteer numbers by 70 per cent between 2011 and 2016.

<b>Volunteerism Status</b>	<b>Hobsons Bay</b>	<b>%</b>	<b>Greater Melbourne %</b>
Not a volunteer	54620	62	61
Volunteer	12133	14	14
Not stated	4739	5	6
Not applicable	16250	18	18
Overseas visitor	640	1	1
<b>Total</b>	<b>88383</b>	<b>100</b>	<b>100</b>

**Table 1: Hobsons Bay residents identifying as volunteers in 2016**

Source: Census 2016 Table Builder, City of Hobsons Bay and State Suburbs.  
Additional data referred from Census 2001, 2006, 2011 via id consulting.

<b>Status</b>	<b>Volunteer</b>	<b>% of vol population</b>	<b>total population</b>	<b>Volunteers as a % of total population</b>
Altona	1583	13	10663	15
Altona Meadows	1960	16	18984	10
Altona North	1196	10	12140	10
Brooklyn	218	2	1837	12
Laverton	486	4	4833	10
Newport	2132	18	12830	17
Seabrook	620	5	5133	12
Seaholme	311	3	1885	17
South Kingville	286	2	1944	15
Spotswood	375	3	2604	14
Williamstown	2741	23	13969	20
Williamstown North	238	2	1570	15
<b>Hobsons Bay</b>	<b>12133</b>	<b>100</b>	<b>88383</b>	

**Table 2: Volunteerism in Hobsons Bay by suburb in 2016**

Source: Census 2016 Table Builder, City of Hobsons Bay and State Suburbs.  
Additional data referred from Census 2001, 2006, 2011 via id consulting.



<b>Geo areas</b>	<b>Volunteers 2006</b>	<b>Volunteers 2011</b>	<b>Volunteers 2016</b>	<b>Volunteers change 2006 to 16</b>	<b>Volunteers change 2006 to 16 as a %</b>	<b>Volunteers as a % of total population</b>
Altona	1215	1287	1583	368	30	15
Altona Meadows	1552	1597	1960	408	26	10
Altona North	746	849	1196	450	60	10
Brooklyn	116	125	216	100	86	12
Laverton	372	328	507	135	36	10
Newport	1592	1669	2132	540	34	17
Seabrook	471	459	620	149	32	12
Seaholme	270	295	311	41	15	16
South Kingsville	191	225	286	95	50	15
Spotswood	281	315	375	94	33	14
Williamstown	2111	2228	2741	630	30	20
Williamstown North	189	222	238	49	26	15
<b>Hobsons Bay</b>	<b>9116</b>	<b>9604</b>	<b>12160</b>	<b>3044</b>	<b>33</b>	<b>14</b>

**Table 3: Change in volunteerism in Hobsons Bay 2006–2016**

Source: Census 2016 Table Builder, City of Hobsons Bay and State Suburbs.  
Additional data referred from Census 2001, 2006, 2011 via id consulting.

<b>Status</b>	<b>volunteer</b>	<b>% of vol population</b>
Male	5383	44
Female	6759	56
<b>Total</b>	<b>12133</b>	<b>100</b>

**Table 4: Volunteerism in Hobsons Bay by gender 2016**

Source: Census 2016 Table Builder, City of Hobsons Bay and State Suburbs.  
Additional data referred from Census 2001, 2006, 2011 via id consulting.

## Social Profile of Volunteers

Targeted consultation undertaken during the development of the Hobsons Bay Volunteering Strategy identified further information regarding the local volunteer profile.

When asked which benefits volunteers derive from their volunteering in Hobsons Bay, responses were strongest regarding the 'sense of belonging', 'sense of purpose' and 'community connectedness'. Many people identified multiple responses, across a range of benefits.

### Self-identified benefits of volunteering (%)

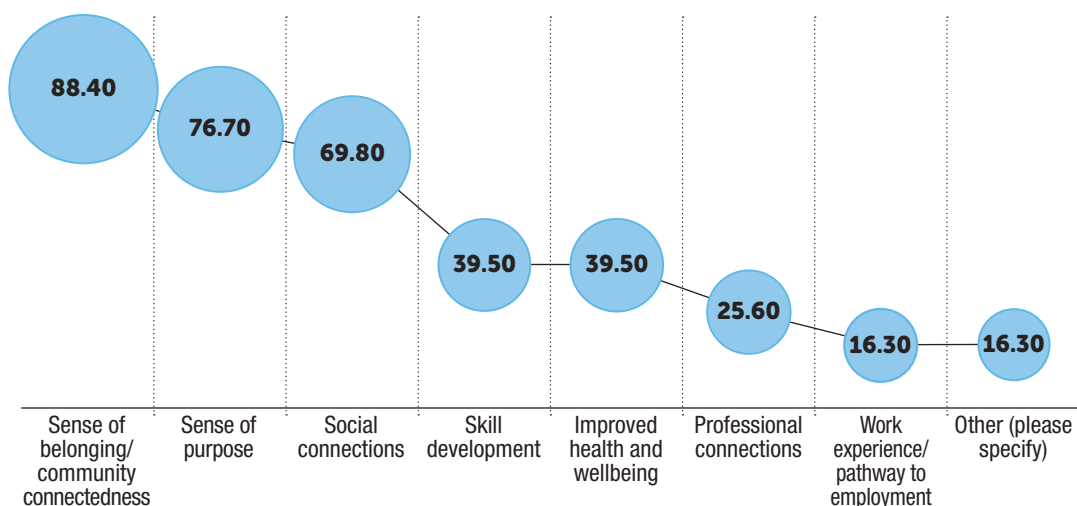


Figure 1: volunteer consultation HBCC Active Volunteering Survey 2016

## Legislative and Policy Context

The volunteering sector is governed and protected by Commonwealth and Victorian legislation and policy regulatory frameworks that influence how local government plans and delivers services to the community.

### National Standards for Volunteer Involvement

The National Standards for Volunteer Involvement 2015 are a set of standards developed by Volunteering Australia to guide and assist organisations when involving volunteers in meaningful, relevant and useful activities. The standards can assist to clarify the rights, roles and responsibilities of volunteers. For organisations, they

provide a framework to consider the role of volunteers within the organisation and the impact effective volunteer management and coordination can have on achieving the strategic goals and aims of the organisation.

More information:

[www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL-3004.pdf](http://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Document-FINAL-3004.pdf)

There are eight standards addressing the key areas of volunteer involvement:

- 1 Leadership and management**
- 2 Commitment to volunteer involvement**
- 3 Volunteer roles**
- 4 Recruitment and selection**
- 5 Support and development**
- 6 Workplace safety and wellbeing**
- 7 Volunteer recognition**
- 8 Quality management and continuous improvement**

These standards have explicit intent, scope and measurability. Developed with the volunteering sector, they incorporate the following principles:

- volunteer involvement should be a considered and planned part of an organisation's strategic development, aligning with the organisation's strategic aims and incorporated into its evaluations framework
- effective volunteer involvement requires organisational leadership, and a culture and structure that supports and values the role of volunteers
- volunteers have rights, which include the right to work in a safe and supportive environment with appropriate infrastructure and effective management practices
- volunteers have responsibilities, which include acting responsibly, being accountable for their actions to the organisations, and respecting the organisation's values and practices

## Victorian State

The following Victorian legislations apply to volunteering:

- *The Charter of Human Rights and Responsibilities Act 2006*
- *Occupational Health and Safety Act 2004*
- *Wrongs Act (Vic) 1958*
- *Victorian Equal Opportunity Act 2010*
- *Fair Work Act (Cth) 2009*
- *Privacy Act (Cth) 1998 (Australian Privacy Principles)*
- *Privacy Data and Protection Act (Vic) 2014 (Information Privacy Principles)*
- *Health Records Act (Vic) 2001 (Health Privacy Principles)*
- *Associations Incorporation Reform Act 2012 (the Act)*
- *The Child Safety Standards – (introduced in 2016)*

## Hobsons Bay City Council

The Hobsons Bay Volunteering Strategy aligns with Goal 1 and Goal 2 of the Integrated Community Health and Wellbeing Plan and is informed by a range of policy documents and strategies developed by Hobsons Bay City Council including:

- Multicultural Policy 2016–2020
- Advocacy Strategy 2014–2018
- Hobsons Bay City Council Plan 2017–2021
- Disability Access and Inclusion Strategy 2013–2017
- Learning Communities Strategic Plan 2016–2019
- Hobsons Bay 2030 Community Vision.



# VOICES FROM OUR COMMUNITY

## What the local sector told us

Targeted conversations and workshops were held through the development of the strategy. The following critical messages were identified through a detailed strengths, challenges and opportunities analysis for Hobsons Bay:

### **Strengths**

Our community has a strong and proud tradition of volunteering in Hobsons Bay.

Volunteer involving organisations are networked together, provide peer support and improve the local volunteering environment, but many insist they couldn't do this without what was considered the 'very real' and tangible support and advocacy of Council.

Council's resources as such extend beyond the economic via leadership expertise, skills and the talents of our paid employees. The social and cultural connection that teams have and bring to their roles is an invaluable asset to Council and the broader community.

## Challenges

- Relatively low levels of people from vulnerable communities especially in areas such as Altona North, Laverton, Brooklyn and Seabrook which self-identify as volunteers is worthy of further exploration.
- The changing face of volunteering – renewing or evolving of the volunteer workforce as the existing workforce ages. The transition of responsibility and leadership to the next generation, whilst considering the changing needs and interests of the younger generations.
- Whilst it is recognised that the knowledge economy and digital literacy is growing, this is not experienced equitably by all agencies or the community. In particular, vulnerable people indicated they would prefer (face-to-face) contact in brokering volunteer opportunities.
- Community awareness of volunteering opportunities and understanding of the role of Volunteer West ([www.volunteerwest.org.au](http://www.volunteerwest.org.au)) is low. It is noted consistently that people find navigating the current recruitment systems prohibitive and highly complex. Members from newly arrived, vulnerable and local communities struggle to find information about volunteering opportunities within the community and at Council.
- The implementation of policies and procedures within volunteer-involving organisations is challenging for volunteers and managers of volunteers to navigate. For volunteer-involving organisations, the degree of administrative burden has continued to increase and, in some cases, is hindering the delivery of services, with a call for governance support and training. Small volunteer involving organisations identify the need for project support.
- Community agencies seek a more consistent approach to funding, administration and the removal of red tape particularly given the many complex businesses across which small agencies may operate. Volunteer West report that the lack of funding consistency limits the services they can provide across the Western region.
- Exploring creative approaches to the use of and access to facilities, rental and service agreements, would create a genuine impact across the sector.

## Opportunities

- Face-to-face and digital opportunities regarding integration of a volunteer resource centre or hub into Council and community agencies.
- To foster collaboration across the volunteer sector. Council can play a part in connecting local people with local opportunities by facilitating networks, connections and strategic partnerships, both within the organisation and across the municipality.
- To develop a coordinated approach to communicating the benefits of volunteer involvement.
- Develop a coordinated approach to volunteering across the western region, potentially identifying cost-saving benefits and increased impact within the community.
- Recognise the contribution of the volunteering sector including volunteers, organisations and managers.
- Build on the assets and strengths of the community by building a better understanding of the different ways that various cultural groups, generations, faith groups and communities engage with volunteering, both informally and formally.
- Utilise digital technologies to extend Council's internal volunteer management system and better support volunteer management processes.
- Develop Council's Volunteer Induction and Training program to streamline the engagement of volunteers into Council programs.
- Explore opportunities to develop place based/neighbourhood emergency management initiatives.

# THE CHANGING LANDSCAPE OF VOLUNTEERING

Volunteering is increasingly being recognised for its value and importance in the social, environmental, cultural and economic fabric of a community; whilst also providing health and wellbeing benefits to the volunteers themselves.

The way community engages with volunteering is also changing, with increased expectations and scrutiny regarding the roles volunteers undertake. This may take several forms, namely: what they are prepared to do, are interested in doing and whether they are prepared to take ongoing responsibility. Potential volunteers are prudent in the way they engage volunteer organisations and what they expect in return: investment, development and proven impact for their efforts.

In parallel to this, the sector is being increasingly regulated, which is a challenge for volunteer agencies. Long-serving volunteers struggle to change with the new bureaucratised and professionalised environment with increased processes, training requirements and boundaries. This increases responsibilities and the subsequent processes required to engage, induct and manage volunteers.

The landscape is equal parts daunting and exciting. There is a need to protect and an aim to engage Council, local agencies and the volunteers themselves, to engage new volunteers and create a local economy which is resilient and strengthened into the future. Therefore deliberate strategic and operational changes must be undertaken. Agencies have different capacities to undertake this work alone, and this strategy fosters an environment of shared learning, collaboration and consistent practice across the municipality.



# COUNCIL'S DUAL ROLE IN VOLUNTEERING

Council is directly responsible for its volunteers as well as acting alongside the sector in several ways, including as: partner, funder, landlord or informal relationship holder with many organisations across the municipality. This crosses many different council departments, and involves varying types of relationships and expectations.

## **Council as manager of volunteers**

Council currently manages 200 volunteers who volunteer formally; defined as - taking place within organisations, institutions and agencies in a structured way – as part of the Food Services (Meals on Wheels) program, Planned Activity Group, Council's Library Service, Youth Services, Community Hubs and Centres and as part of the Parks team, Friend's group network.

## **Council as municipal leader and community sector partner**

Council has an important role and obligation to the community, stakeholders and partners to plan and deliver innovative, proactive, financially sound services that provide equitable access to the community in order to achieve a healthy, connected and sustainable future for Hobsons Bay.

Local government recognises that sustainable change happens when people and organisations acknowledge the transforming environment and proactively engage in the process. Council has a leadership role in facilitating change and supporting the sector to face challenges together. Council has a dynamic role to play in the area of change management as advocate and supporter, planner and capacity builder and has the ability to develop targeted responses for the community that foster, agility, resilience and connection to place or belonging.

Council does, and can continue to, support agencies and the sector in the face of change, particularly assisting agencies and community organisations to review their methodologies or approaches. Council has a long history and values the relationships it has developed across a broad range of sectors, with agencies and stakeholders who form a part of the volunteering community.

## **Local government models and benchmarking**

When comparing councils and services there are a large number of variables that need to be taken into account. Staff allocations and budget sizes are significantly different across local government and the benchmarking identified there is no single model for Council to explore when resourcing a volunteer management model or industry standard.

However, further exploration is recommended in order to build a more comprehensive understanding of best practice elements facilitated across Melbourne's West for consideration locally.



# EVERYONE HAS A ROLE TO PLAY

Council cannot work alone, and does not work alone, in fostering a culturally vibrant, inclusive and diverse volunteering environment.

It requires the collective efforts and the development of relationships and partnerships with key stakeholders locally, regionally across all six western councils, across the State and with the Commonwealth Government of Australia. These key relationships extend further to peak associations and organisations, leaders and passionate people.

The peak bodies and critical agencies in volunteer management and sector development include:

- Volunteering Australia
- Volunteering Victoria
- Ministerial Council for Volunteers
- LGPro Volunteering Special Interest Group
- Western Region Councils' Volunteer Management Group
- Volunteer Support Organisations (VSOs) / Volunteer Resource Centres
- Volunteer West
- Volunteer Involving Organisations



# VOLUNTEERING STRATEGIC FRAMEWORK – DISTINCTLY HOBSONS BAY

The Hobsons Bay community are inclusive, vibrant and diverse; they give their time, share their skills and talents to make a difference locally.

## Strategic Vision

A vibrant volunteering community, thriving through the collective and deliberative efforts of Council and the volunteering community.

*Contributing to Council's Vision and Hobsons Bay 2030 Community Vision*

## Mission

Working with community and the sector to foster a dynamic, cohesive and resilient community.

*Hobsons Bay Volunteering Strategy*

## Values

We believe in accountability, integrity, respect, collaboration, trust, honesty and aspiration through the work we do.

*Hobsons Bay City Council values*

## Principles

The principles of community-led, innovation, sustainability and partnership guide how we identify, prioritise, support and deliver what we do within our community.

*Learning Communities Strategic Plan 2016–19*

### Goal 1

**Vibrant volunteering culture**

Foster a dynamic, inclusive volunteering culture across the municipality, with strong and diverse participation.

### Goal 2

**Celebrated, valued and proud**

Recognise and reward endeavor and innovation, both individually and collectively where volunteers know they're valued.

### Goal 3

**Build capacity**

Foster an environment where leadership and collaboration thrives to respond to current and emerging challenges and opportunities.

### Goal 4

**A Council of excellence in volunteering**

An innovative, pro-active and leading organisation in volunteering strategy, management and engagement.

# Goal 1

## Vibrant Volunteering Culture

### **Strategy: Cultivate a Connected, Valued and Empowered volunteering environment across Hobsons Bay.**

A vibrant volunteering culture requires a whole of community effort. To nurture and cultivate a connected, valued and empowered volunteering environment Council will:

#### **Strategic Commitment**

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- 1a Continue to build a shared comprehensive understanding of the volunteering profile across the municipality, the changing landscape and challenges ahead.

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- 1b Facilitate opportunities to listen and plan together with local community, exploring ways to connect and share knowledge.

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- 1c Leverage digital technology to add value, empower and cultivate a connected volunteering environment.

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- 1d Add value nurturing volunteering across Culturally and Linguistically Diverse, (CALD), Interfaith, vulnerable people and new communities.

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- 1e Explore the aims and values of positive volunteer involvement for young people, as well as the aspirations of young people in regards to volunteering.

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- 1f Assist volunteer involving organisations/community agencies to have access to community centres, hubs, libraries and other community facilities and technology.

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# Goal 2

## Celebrated, Valued and Proud

### Strategy: Recognise and Celebrate Volunteering in Hobsons Bay

Hobsons Bay City Council values and is proud of the contributions of volunteers. A key aspect of the strategy is to strengthen a culture of recognition, reward and celebration acknowledging the incredible impact local volunteers contribute to the municipality and within Council.

To recognise and celebrate volunteering in Hobsons Bay Council will:

#### Strategic Commitment

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- 2a Recognise, reward and celebrate the achievements of the collective and meaningful goals of Hobsons Bay volunteers, volunteer leadership and the volunteering communities' value and impacts.

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- 2b Develop appropriate volunteer recognition, reward and acknowledgements suitable to and respectful of cultural values and perspectives with communities.

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- 2c Undertake mapping across our volunteering community to get to know and understand the impacts and value of the local volunteering environment.

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- 2d Facilitate opportunities for the volunteering community to recognise, reward and celebrate their endeavours.

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- 2e Recognise, reward and celebrate informal volunteering especially within Culturally and Linguistically diverse communities, Interfaith and Intercultural communities and for young people.

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- 2f Leverage digital technology to communicate the value and impacts of volunteering.

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# Goal 3

## Build Capacity

### **Strategy: Create an environment of continuous improvement, learning and development**

To engage new volunteers and create a local economy which is resilient and strengthened into the future, deliberate strategic and operational changes will be required. As such this strategy fosters an environment of shared learning, collaboration and consistent practice across the municipality.

To foster and create an environment of continuous improvement, learning and development Council will:

#### **Strategic Commitment**

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- 3a Advocate for the recognition of volunteers as a workforce, strengthening the management capability within organisations who involve volunteers to increase their capability to thrive, innovate and deliver outstanding volunteer experiences in Hobsons Bay.

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- 3b Advocate for volunteer management and coordination across the municipality that builds and promotes a positive and inclusive culture of volunteer involvement in Hobsons Bay.

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- 3c Partner with and invest in volunteer support services including volunteer resource services as multiple gateways into volunteer involvement.

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- 3d Invest and promote the National Standards of Volunteer Involvement and best practice across the municipality.

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# Goal 4

## A Council of Excellence in Volunteering

### **Strategy: Organisational capacity building - Champion a culture of volunteer involvement**

Council has an important role and obligation to the community, stakeholders and partners to plan and deliver innovative, proactive, financially sound services that provide equitable access to the community in order to achieve a healthy, connected and sustainable future for Hobsons Bay.

To champion a culture of volunteer engagement and to meet its obligations Council will:

#### **Strategic Commitment**

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- 4a Resource the implementation of the volunteer strategy as one of the strategic drivers underpinning community volunteering.

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- 4b Ensure the Volunteering Strategy's goal areas and strategic commitments underpin and be integrated within Councils policy and planning throughout the organisation.

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- 4c Foster a culture of best practice to build, maintain and monitor systems, processes and shared practice in meeting our obligations and responsibilities.

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- 4d Develop an annual action plan for the implementation and delivery of the Volunteer Hobsons Bay strategic goals.

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# IMPLEMENTATION, MONITORING AND EVALUATION

A Volunteering Action Plan will be developed to support the implementation of the Strategy.

Council will provide opportunities for the volunteering community to participate in working groups in order to provide feedback and help prioritise activities for the annual action plan and to inform evaluation and monitoring activities.

While the process of developing the Hobsons Bay Volunteering Strategy was comprehensive, significantly it identified further work, discovery, knowledge-sharing and learning to be undertaken through the life of the strategy. The processes for developing the next Hobsons Bay Volunteering Strategy are therefore embedded within the practice of this Strategy, as Council and the municipality fully engages with the changing volunteering landscape and forms a comprehensive response to sustain their energies into the future.







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## HOBSONS BAY LANGUAGE LINE

# 9932 1212

INTERPRETER SERVICE FOR ALL LANGUAGES

**Your Council in your language**

Recorded Council information in:

English	العربية	Ελληνικά
Italiano	ကဵုဒၞာ်	Tiếng Việt
粵語	Македонски	普通话