

VOLUNTEERING GOLD COAST STRATEGIC PLAN 2011 -14

OUR MISSION	OUR ENVIRONMENT		
Volunteering Gold Coast will develop, strengthen and connect the community by achieving excellence in volunteering for the mutual benefit of the individual and our wider community.	<p>In common with most voluntary organisations Volunteering Gold Coast faces the challenges of balancing its community activities with the imperatives of fiscal responsibility. We are, however, well positioned as an agent of change and development in our community. To maintain this role and responsibility we will need to meet the greatly increased demand for both community transport and volunteering services. As a rapidly growing organisation rising to meet the demands for cost-effective community services from a diverse range of organisations and businesses we need to alleviate our reliance on funding programs.</p> <p>We need to move to a more commercially oriented basis of operation while not altering the integrity of the organisation's not-for-profit status. While growth is to be encouraged it needs to be managed sensitively, VGC has developed a culture of respect for the individual and the community it serves; expansion that is too rapid could see this altered and lead to an unmanageable attrition rate or an environment that does not match our purpose. We are implementing communication and change management strategies to inform and support our staff through this time.</p> <p>In the future we will be more involved in support for spontaneous volunteering events and will ensure that continued best practice and adherence to National Standards underpins all our activities and undertakings. Once both parts of the business are housed under one roof we anticipate an economy of scale through the cost savings of increased efficiencies in service delivery and communication.</p>		
CORE VALUES	SERVICES WE DELIVER		
<ul style="list-style-type: none"> • Integrity • Respect • Accountability • Transparency • Reliability 	Volunteer referral services Sport and Recreation volunteering Volunteer Managers' Network meetings Education, Information and Training Marketing Group development Celebrating flagship volunteering events Golden Gurus Program Corporate Volunteering opportunities	Sector advocacy Volunteer Management / Governance Best Practice / Volunteer National Standards Transport Consortium development Driver training and assessment Queensland Community Transport Industry Association Transport Youth to Education Programs	Gold Coast City Council Cab Bundall Park and Ride Transport Gold Coast Cancer Transport Service Non-Urgent Non-Ambulance Transport Medical Precinct Courtesy Bus Yatala Workers Shuttle Home and Community Care Transport
OBJECTIVES	<p>As Volunteering Gold Coast's services continue to grow and develop we enthusiastically pursue the opportunities that enable us to build capacity within our community. We recognise that growth is essential and desirable and reflects a progressive and resilient organisation. Volunteering Gold Coast plans to position itself as a key stakeholder in an integrated and geographically larger model of community development and service delivery. It is envisaged that this new model of (regional) Community Development will harness the resources of more than one volunteering and transport agency.</p> <p>As a combined force, this group will be well-placed to respond to the demands and funding opportunities of all levels of government. It has been said: "there is strength in numbers", we believe Volunteering Gold Coast is ideally placed to take up this challenge as a founding partner in this innovative new model of regional service delivery. Effectively, each partnering organisation in the new regional Community Development model will maintain its current name and branding, its clients will experience no discernible changes in the services and operational delivery.</p> <p>The strength of this model is demonstrated by its ability to respond collectively to government funding opportunities. It offers the organisations the chance to leverage their skills, apply as one entity and support the application with a multiplicity of human and organisational resources that are not available to small agencies. This initiative illustrates the forward looking environment that has enabled Volunteering Gold Coast to grow and develop into the vibrant organisation it is today.</p>		
	OUR FUNDING BODIES INCLUDE		
	LOCAL GOVERNMENT	STATE GOVERNMENT	FEDERAL GOVERNMENT
	Gold Coast City Council	Department of Communities Education Queensland Department of Communities Sport & Recreation Department of Transport & Main Roads Dept. of Employment, Enterprise, Development & Innovation	Department of Prime Minister and Cabinet Dept. Education, Employment & Workplace Relations Department of Healthy Ageing



THE FOLLOWING TABLES LIST THE KEY RESULT AREAS AND KEY PERFORMANCE MEASURES OF THE FULL STRATEGIC PLAN:

KEY RESULT AREA 1 – REGIONAL, OPERATIONAL AND GOVERNANCE STRUCTURES

<ul style="list-style-type: none"> • Volunteering Gold Coast will clearly define its regional, operational and governance structures which promote leadership in volunteering and community development. • Volunteering and Transport Services will co-locate into new premises. • Gain and maintain Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • An agreed regional role, operational structure and governance model. • Adequate funding to support operational service and planned growth. • Volunteer and Transport services co-located. • Volunteering Gold Coast activities ensure PBI linked services maintained
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KEY RESULT AREA 2 – FINANCIAL INDEPENDENCE

<ul style="list-style-type: none"> • Volunteering Gold Coast will retain existing programs that align with the organisation’s strategic direction. • Pursue additional funding streams aligning with strategic goals for growth. • Reduce reliance on external funding sources to position the organisation for resilient growth and development. 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • Monthly financial records to analyse performance. • Increased volunteer and community transport programs. • Adequate funding to support operational service and planned growth. • Annual / quarterly reports to funding bodies
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KEY RESULT AREA 3 – COMMUNITY DEVELOPMENT

<ul style="list-style-type: none"> • Expanded leadership role in community development, building capacity and connecting the community. • Volunteering Gold Coast will foster partnerships & participate in activities that support the 2018 Commonwealth Games • Community Development Team will build relationships & capacity within our local community • Volunteering Gold Coast will be recognised as the Gold Coast’s leading community support agency 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • Stakeholder surveys. • Appoint Community Development Officer/s. • Participative support for the 2018 Commonwealth Games • Develop new partnerships.
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KEY RESULT AREA 4 – SERVICES FOR MEMBERS AND VOLUNTEERS

<ul style="list-style-type: none"> • Volunteering Gold Coast will restructure its membership program. • Increase Community Transport services particularly for those disadvantaged • Improve service quality to members particularly with volunteer referrals, and retention rates along with volunteer management support 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • New membership levels and fees and increased membership base. • More volunteer referrals & increased volunteer retention. • Appoint paid Organisation Liaison position/s to undertake research & development
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KEY RESULT AREA 5 – INFORMATION, EDUCATION AND TRAINING

<ul style="list-style-type: none"> • Volunteering Gold Coast will provide sector related information, education and training to the community • Volunteering Gold Coast will encourage staff participation in accredited and non-accredited training to raise organisational and industry capacity. 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • Recorded consumer satisfaction, increased demand for information, education and training activities. • Volunteering Gold Coast staff participates in training.
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KEY RESULT AREA 6 – MARKETING AND COMMUNICATIONS

<ul style="list-style-type: none"> • Participation at National Volunteering Conference & other Intl, National, Local peak body forums/activities • Develop and implement a strategic Marketing and Public Relations plan to support and sustain the objectives of the Volunteering Gold Coast vision. 	<p>Key Performance Measures:</p> <ul style="list-style-type: none"> • Increase in marketing, promotions, public relations and communications activities, including presentations & expos • Recorded consumer sentiment supports Volunteering Gold Coast. • Presentation at National Volunteering Conference & others
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ACRONYMS

BM	Business Manager
CG	2018 Commonwealth Games
DEEWR	Department of Education, Employment and Workplace Relations
DEEDI	Department of Employment, Enterprise, Development and Innovation
DGER	Deductible Gift Recipient
DPMC	Department of Prime Minister and Cabinet
DOHA	Department of Healthy Ageing
GM	General Manager
GO	Grants Officer
GCCC	Gold Coast City Council
HACC	Home and Community Care
HRL&DO	Human Resources, Learning and Development Officer
IE&T	Information, Education and Training
MC	Management Committee
M&PRO	Marketing Public Relations Officer
PBI	Public Benevolent Institution
TSM	Transport Services Manager
VGC	Volunteering Gold Coast
VSA	Volunteering Services Administrator