



Corporate Plan 2018 - 2020

Volunteers
Supporting Volunteers

Volunteers

Supporting Volunteers

Forward

NSW State Emergency Service Volunteers Association

From a group of dedicated volunteers who wanted a way to support their peers, the Volunteers Association has grown over the last 20 years to be a structured and progressive voice for its members.

The delivery of this plan is built on strong ethical values that align to community and volunteer expectations which are supported by our constitution and governance practices. Driven by passionate volunteers, the Association is planning for the future, by being a sustainable organisation regardless of the economic, political or social climate in order to represent and support our members.

The strategic plan will be delivered across four key objectives:

1. Growth
2. Change
3. Culture
4. Risk

As always, I am proud of where the Volunteers Association has come from and I am excited to see how it will grow into the future.



Charlie Moir ESM
President

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Introduction

The Volunteers Association is a not-for-profit registered charity that was established in 1998 to represent and support the volunteer members of the NSW State Emergency Service.

The Volunteers Association became an incorporated association in 2000 and a registered charity in 2005. In recognition of the need for the SES volunteers to have a member body and a voice to Government the Volunteers Association was included as a consultative body in 2010 into the State Emergency Service Act 1989 (NSW) (SES Act).

The Volunteers Association is an organisation set up for the benefit of the thousands of volunteer members of the SES. From its humble beginnings, the Volunteers Association has always stated that it is not a Union as it has no rights to represent volunteer members under any industrial relations legislation.

These are the men and women wearing orange that you see on the news and in the media. They are all volunteers that freely give their time training and responding to emergencies, as well as advising communities about what they can do to prepare for floods and storms.

They are professional volunteers who are highly trained in a variety of skills that can include general rescue, storm damage, flood rescue, car accident rescue, community first responder, alpine rescue, vertical rescue, domestic animal rescue, urban search and rescue. You will see them tarping roofs, rescuing people from floodwaters, sandbagging, removing fallen trees, rescuing people from car accidents, from heights and depths or alpine areas as well as searching for lost loved ones.

The Volunteers Association provides representation and support services for these volunteer members. It works closely with the NSW SES to achieve common goals and represent the interests of its volunteer members, advocating for them when appropriate.

Support provided by the Volunteers Association includes the provision of a NSW SES Volunteers Association Welfare Fund, grants to units for equipment and training, personal scholarships, and other support funding schemes.

Various fundraising activities are required to fund these support activities including raffles, donations, sponsorships, merchandise sales and advertising commissions.

This plan has been developed based on a culture of values based leadership, transparent governance, equity, sustainable financial viability and growth with four simple objectives:

Growth - Growing the Volunteers Association to support its members

- Getting the right people in the right roles
- Improving the way we collaborate and communicate

Change - We are a contemporary organisation that can change quickly

- Building our identity and reputation
- Remaining relevant by responding to changes to meet the needs of our stakeholders

Culture - Our culture facilitates growth and minimises risk

- Transforming our culture so it reflects our values and is present in all our leadership

Risk - Our governance processes enable us to manage risk and realise opportunities as they arise

- Managing risk and taking advantage of opportunities as they arise
- Governance processes are clear and transparent and the Association decisions are aligned with community expectations

Core Purpose

The SES Volunteer Members will always be the prime reason for the Volunteers Association's existence.

To support the Volunteers of the NSW SES

Objectives

The Volunteers Association needs not only to comply with all legislative requirements but also operates in accordance with its constitutional objectives being:

Advocate on behalf of NSW SES Volunteers

Speaking up for all NSW SES Volunteers on matters that are relevant to support their safety, wellbeing and volunteering experience.

Provide tangible benefits to NSW SES Volunteers

Supporting NSW SES Volunteers so they are ready and prepared to support their communities before during and after disasters and emergencies

Provide Public Education

Letting people know what we do and what they can do – how they can help!

Mission

“Volunteers Supporting Volunteers”

Vision

“Volunteers supporting volunteers to improve our Service”

Values

Our values describe what we believe, how we act and our commitment to serve our volunteer members and the community.

Independent - We determine our own destiny through planning

Team Focused - We work as a team to lead our organisation making decisions based on merit

Advocacy - We are a voice for the volunteers, speaking up for and supporting their interests

Stewardship - We maintain and grow a sustainable organisation that diligently maintains its resources and invests in its people

Professionalism - We act, lead and support our people, inspiring them to achieve successful outcomes

“ We are an independent organisation made up of a diverse group of professional people that work together to care for our members and to speak up on their behalf ”

Emerging Issues

With over 6,000 members, a small team of dedicated people work to support the aims and objectives of the Volunteers Association to deliver this plan. The overwhelming initiative is to grow the support provided to SES Volunteers. With changes occurring in both the Association and the SES a number of emerging issues have been identified that will bring new and complex challenges that will need to be considered as the Association evolves.

Health and Wellbeing of Members

For some-time the Association has been supporting its members through its welfare fund and Member Services. Over the last few years there has been increased discussion on the health and welfare of Volunteers in the areas of mental health, fatigue, fitness and coaching and mentoring. The Association is keen to explore how Volunteers can be better supported in these areas.

Growth and Changes to Volunteering in the SES

The SES has launched Volunteering Reimagined which aims to grow the number of traditional, flexible, corporate and spontaneous members. With the growth in numbers the Association will develop policies and processes to support these new members.

Transformation within the SES

At the time of development of this plan, the SES is actively pursuing a program to transform the way that it does business with the overall aim to better support volunteers and communities. The Association is supportive of the proposed changes

and recognises the complexities involved and that any implementation will take time and resources. We will work with the NSW SES so that Volunteers are well resourced and supported. The Association is committed to building its ongoing working relationship with the SES by providing resources, where requested, to assist in this transformation where it provides a benefit to support volunteers.

Resources

With a growth in volunteer membership with the SES and consequential growth by the Volunteers Association increased resources will be required by both organisations. For the Association, this will mean diversification and expansion of fundraising activities.

The Association will work towards active advocacy for an appropriate level of resourcing for the SES so that Volunteer members have the tools and training to keep safe when supporting their communities before, during and after emergencies.

Delivering the Plan

Structure & Management

With over 6,000 members, a small team of dedicated people work to support the aims and objectives of the Volunteers Association. Lead by the President and Board of Directors, our volunteer representatives provide a communication and support channel to our members in over 250 locations throughout NSW.

In this plan, any changes to the structure must deliver improvements to:

- Volunteer experience and participation
- Transparency and decision making
- Communication
- Workload of volunteer representatives

Organisation

In order to deliver this plan over the next few years the Volunteers Association will invest in the appropriate resources. The organisation will right-size from a staffing perspective with effective, efficient staffing levels of both volunteers and paid employees, equipped with appropriate training and resources to enable each objective to be achieved.

Investment in our people will be equally matched with investment in assets whether this is property, equipment or the latest technology. Whatever is required will be given due consideration if all objectives are to be achieved.

Finances and Budget

The Volunteers Association will seek additional sources of funds and support in order to be able to finance some of its plans. Community support through raffles and donations has historically been excellent however additional funding sources will be required to grow and achieve these objectives.

Effective budgeting and financial management will well enable the Volunteers Association in its endeavour to achieve these objectives.

Accountability

Progress towards achieving these objectives will be reported to all volunteers and publicly where appropriate, through regular updates online and through an annual report tabled at the Annual General Meeting.

Flexibility

To achieve the objectives, goals and strategies stated in the plan, the Volunteers Association will adopt an agile position that enables it to change quickly to manage emerging risks and opportunities.

Timing

The four objectives of the plan will be delivered over the next three years.

Objective 1 - Growth

Growing the Volunteers Association to support its members

Goal	Strategy	Success Measure
Organisational Structure	Implement a structure that supports our members	Roles are filled and members report that they are being supported and are part of the Association
Right Person, Right Role	Implement contemporary human resources practices	Recruitment, selection, induction, role support and succession processes are documented, clear and transparent
	Support our members through ongoing professional development and management	Regular training is provided to our members in the skills they need to perform their roles
Collaboration & Communication	Implement a two-way communications strategy across all channels	Members are communicated with the way they want through the channels they want
	Develop meaningful partnerships with new and existing stakeholders	The Association is asked to collaborate on relevant matters
	Speaking up for members	We advocate on behalf of members when and as required and the members feel that we are effective in supporting them

Objective 2 - Change

A contemporary organisation that can change quickly

Goal	Strategy	Success Measure
Identity & Reputation	Brand the Association so it reflects its culture, objectives and values	Launch the new Brand. People are noted for living the culture, objectives and values
	Build a positive reputation with all supporters and stakeholders	Standardised communication channels and use consistent messages to target audiences
	Support our members through ongoing professional development and management	Regular training is provided to our members in the skills they need to perform their roles
Remaining Relevant	Effective communication	Leaders are engaging stakeholders. Stakeholders feel engaged by the Association.
	Agile Transformation	The Association quickly changes to meet the needs of its stakeholders
	Members Support	Support Programs meet the needs of members. The Association advocates on behalf of members when required.
Office Support	Create a staffing structure that supports the objectives of the Association	Structure is approved and implemented
	Office location	Office is in the most appropriate location to deliver the objectives of the Association

Objective 3 - Culture

Our culture facilitates growth and minimises risk

Goal	Strategy	Success Measure
Culture Transformation	Transformation Programs	Current culture is understood. Desired culture is identified. Members are supported through training and development to achieve the desired culture.
	Transparency	Governance processes are clear, simple and accessible
Leadership	Values Based Leadership	All leaders in the Association have undertaken training and demonstrate the values
	Succession Planning	Participants in the Leadership Development Program are engaged with the Association. Presidents Strategic Council provides knowledge and advice.
Learning	Education and Development	Members are educated and developed so they have the skills needed to perform their role

Objective 4 Risk

Our governance processes enable us to manage risk and realise opportunities as they arise

Goal	Strategy	Success Measure
Risk	Current and Emerging Risk is identified, understood and managed	Identified issues are addressed and monitored
Governance	Policy and Process	Align to legislative and Constitutional requirements
	Compliance & Reporting	Submitted on time
Opportunity	Opportunities are identified	Emerging opportunities are leveraged
	Alternative revenue streams are developed	Fundraising Plan is approved and implemented
	Partnership are identified and actively sought	Principle partner is in place by 2020

Contact

Questions concerning this plan should be directed to:

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Disclaimer

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