



Seniors Recreation Council of WA Inc.

Strategic Plan 2010 - 2013

March 2010

Healthy Ageing Through Activity

Inquiries can be directed to
Dawn Yates - Administration Officer, PO Box 329, LEEDERVILLE WA 6903
Email Dawn.Yates@srcwa.asn.au Tel (08) 9492 9773

Introduction

This Strategic Plan has been prepared by the Seniors Recreation Council (SRC) to provide direction for the next three years. The plan was developed by the Board, with input from stakeholders and volunteers.

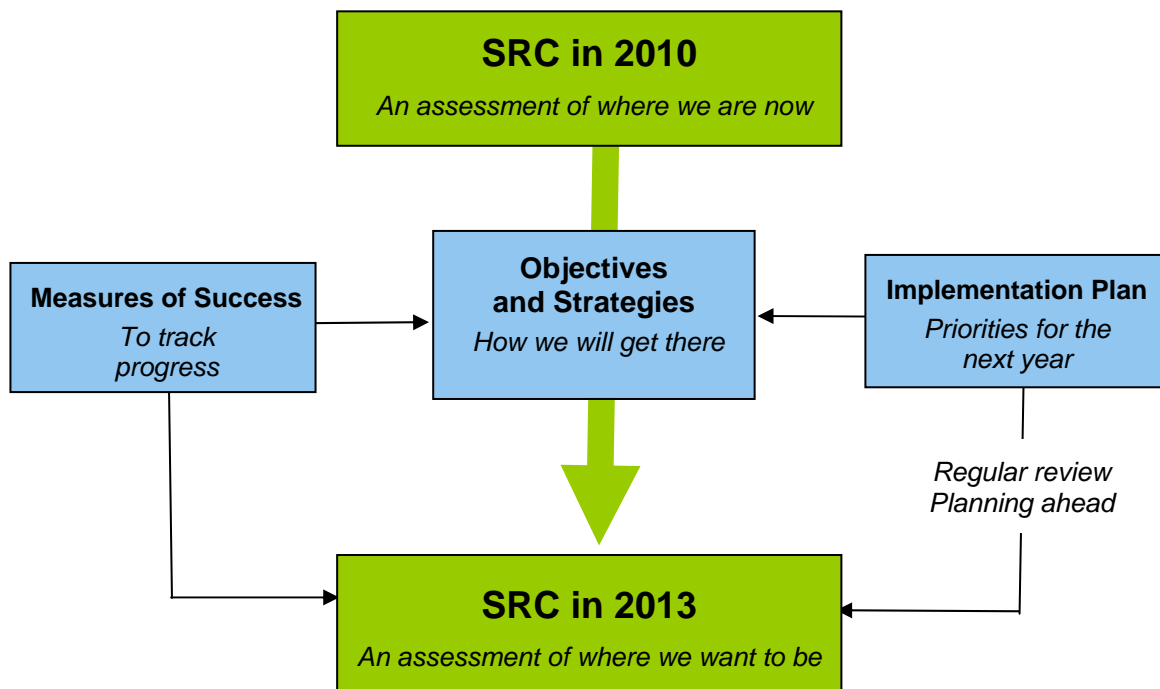
The planning process identified four major categories that encompass the structure and operations of the SRC, and within which objectives and strategies for the next three years have been defined. These four categories are:

- ◆ Current programs and activities
- ◆ New programs and initiatives
- ◆ Relationships and partnerships
- ◆ SRC structure and sustainability

A detailed *Implementation Plan* has also been prepared outlining actions and a timetable to achieve the priorities for the next year.

The Plan

The SRC Strategic Plan has the following components:



I look forward to working with the SRC to achieve the vision and objectives outlined in this plan and thank the Board, volunteers, sponsors and stakeholders for their contribution.

Hugh Rogers
President, Seniors Recreation Council Board
March 2010



The SRC in 2010

The Council is a non-government organisation established in 1991 to promote the “Healthy Ageing Through Activity” message and take initiatives which encourage increased participation by older adults in active recreation.

The Council employs an Administration Officer (Dawn Yates) and a part time clerical assistant, both based at the Council’s office in Leederville, at the Department of Sport and Recreation.

The SRC has a Board of Management (all volunteers) and approximately 70 accredited volunteers who coordinate events in Perth and country areas. There are Regional branches in Perth, Peel, Avon, South West Capes, Great Southern, Esperance, Bunbury and Mid West.

Funding (and other support) is provided by the Department of Sport and Recreation and the Department for Communities, supplemented by grants from Lotteries West, Healthways and the National Heart Foundation.

Valuable support is provided by sponsors – including Burswood Park Board and Entertainment Centre and Channel 7.

Assessment of the SRC’s current position by the Board

In the lead up to this plan, the Board conducted a separate assessment of its current position and identified its strengths and weaknesses.

An overview of all key activities undertaken during 2009 is included in the Appendix.

Interviews with Stakeholders

Before commencing this plan, interviews were held with some stakeholders to obtain their views about the SRC and its future direction. A summary of this feedback is included in the Appendix. Representatives from the following organisations were contacted:

- The Department of Sport and Recreation
- The Department for Communities
- The Physical Activity Task Force
- Have a Go News
- Burswood Park Board

The 2008 Review of Sport and Recreation Service to Seniors

The Plan is partly in response to the recommendations of the recent Review of Sport and Recreation Services to Seniors, commissioned by the Department of Sport and Recreation and the Department for Communities. Recommendations were:

- That the role of the SRC be focussed primarily on the delivery of recreation programs for Seniors, rather than endeavouring to be also a peak body for Seniors recreation.
- That the Seniors Recreation Council prepares a Business Plan with emphasis on its structure and strategies for future program delivery based activities.
- That a Seniors Sport and Recreation Advisory Committee be established to have an advocacy role and provide advice to Government and other bodies.

The WA Sports Federation has since broadened its role to include recreation and has agreed to be the reporting body for the Seniors Sport and Recreation Advisory Committee.



The SRC in 2013

- ◆ By 2013 we envisage that the SRC will be well known for its role in setting up and delivering innovative and popular recreation and activity programs for Seniors in Western Australia, having built on its current successful programs and track record.
- ◆ All current and new programs will be reviewed regularly to ensure they are viable and produce the required results. We will work with stakeholders and partners to enable programs to be improved and extended to reach other groups and people throughout WA.
- ◆ SRC will have in place an arrangement for regular and meaningful interaction with its direct stakeholders and other relevant organisations to ensure full sharing of information about common objectives.
- ◆ The SRC will be well connected with other kindred organisations, and take advantage of research findings and best practice concerning recreation and physical activity programs for older adults. The selection of new programs will be guided by this information and evidence.
- ◆ Government Departments and other funding bodies will have confidence in the SRC and its capability to meet their requirements. They will be receptive to SRC's proposals which will be well planned, well presented and thorough.
- ◆ Each year the SRC will be involved in new programs – often working with other organisations. Projects will demonstrate to other groups how a concept or an activity can be developed and presented to attract older adults to take it up.
- ◆ The approach to new programs and initiatives will be for SRC to introduce and progress them to a stage where it is viable for others to adopt them and continue and expand delivery.
- ◆ Have a Go Day will continue to be our “flagship” program - improved year by year and supported by follow up programs that result in more seniors taking up new activities.
- ◆ The SRC will have a very capable Board comprising individuals with a range of skills and experience. The Board will be supported by mentor volunteers and a small team of staff who manage all events and SRC operations.
- ◆ The team of volunteers will be expanded to support programs and the ongoing administration of the organisation. Volunteers will enjoy being part of the SRC and will be trained and well supported.
- ◆ Where SRC does not have a regional branch we will work with other organisations to find ways to establish activities for seniors overlooked because of distance and smaller populations.
- ◆ We do not envisage SRC becoming a big organisation, but rather a highly efficient team of people who know what works in practice and can establish new and successful programs that others will be willing to support or take on.
- ◆ SRC's success will inspire and engage others to support the ethos of Healthy Ageing Through Activity and will demonstrate the benefits to all.

Objectives and Strategies

1 Current Programs and Activities

The Objective

To ensure all current SRC programs and Branch activities make a valuable contribution to the goals of the SRC and are delivered effectively and efficiently.

Why this objective is important.

We have some great programs that are now at the stage where they can be expanded and extended to other areas/groups.

However we have limited resources to do this. We can improve programs so they are more attractive to funders and get other organisation involved to reduce our own resource needs.

We need to get our current programs working well so we have time to introduce new programs.

We must be prepared to make hard decisions where needed.

Our Measures of Success

- Changes, improvements and/or expansion of existing programs
- Increased involvement of other organisations
- Evaluation of outcomes
- Reduced workload for SRC staff
- Stakeholder affirmation

Strategies to achieve this objective:

- 1.1 Review all major SRC programs and determine changes and longer term direction for each. The reviews will examine:

- Target groups, desired outcomes and evaluation process
- Outcomes to date (participation levels)
- Stakeholder and participant views
- Costs, staff and volunteer involvement
- Current and potential funding (grants, sponsorship, revenue, partnerships)
- Potential for improvement and/or expansion to other regions, target groups.
- Opportunities to involve other organisations to take over or widen delivery reach.

These programs are:

- Have a Go Day
- Be Active Aged Care Games
- Add Life to your Years (Directory)
- Aboriginal Senior Activity/Information Days
- Pole Walking Demonstration Program
- Be Active New Horizons Achievement Scheme
- Seniors Ball

- 1.2 Review Branch initiated activities (ongoing programs, pilots and one off activities) and identify changes, improvements and scope for expansion.

- 1.3 Develop an implementation plan to coordinate, support and achieve changes to programs and Branch activities.

2 New Programs and Initiatives

The Objective

To develop (or support others to develop) new programs and initiatives that will directly support healthy active ageing and achieve the goals of the SRC.

Why this objective is important.

There is no shortage of ideas for new activities for Seniors.

Our aim is to focus on programs that will be successful and have a wide impact.

We don't want to be limited in our thinking by resource constraints. If we have a good idea, let's find a way to do it, not a reason not to.

We are confident we can attract funding and support for new initiatives if we collaborate with other organisations to identify what is needed, what will work and to put together a well thought out business case.

At the same time we want to support local initiatives through our Branches. This is how some of our best programs have started.

Our Measures of Success

- Programs are identified based on evidence from research and practice, or our own pilot programs.
- Success in obtaining grants, sponsorship and support from other organisations.
- New activities established in line with guidelines.
- Support to local community groups to set up activities.
- Improved public profile for SRC.

Strategies to achieve this objective:

- 2.1 Use own resources and work with other organisations to identify new programs and activities based on their research, assessment of needs and knowledge of best practice within Australia and overseas. Such organisations will include:
 - WA Sports Federation, through its Seniors Sport and Recreation Advisory Committee (SSRAC)
 - Physical Activity Task Force (PATF)
 - Department of Sport and Recreation,
 - Department for Communities
 - Department of Health, Healthway
 - Local Government
 - Private sector physical activity groups
 - Kindred NGO's with common objectives (e.g. Council of the Ageing).
- 2.2 Support and encourage Branch Presidents to:
 - identify local needs, potential programs and activities and sources of support,
 - seek and support requests from local community groups to establish recreational / sporting activities for seniors, and
 - exchange ideas and implement those that work well elsewhere.
- 2.3 Identify and pursue possible sources of funding and support for new programs including:
 - Federal, State and Local Government
 - Private sector, including universities
 - Other Not-for-profit organisations
 - Lotterywest
- 2.4 Develop guidelines for setting up successful new programs and activities including:
 - defining objectives and outcomes
 - piloting and evaluating new activities
 - planning and establishing broader programs,
 - preparing submissions for funding.

3 Partnerships and Relationships

The Objective

To build relationships and partnerships with other organisations to achieve common goals, make the best use of resources and share knowledge and expertise.

Why this objective is important.

We can achieve much more by working with other organisations than doing it alone.

We do this now but we want to do much more.

Better to achieve our goals with a partner than to let an opportunity pass because neither can do the job separately.

Some liaison will be at the higher level, so we are involved at the early stages where information is shared and opportunities discussed.

At the local level we want to know what is happening and who we can work with to achieve common goals.

Its not hard, just a matter of being organised.

Our Measures of Success

- Funder and Sponsor feedback about working relationships with SRC.
- Benefits and achievement of common goals derived from relationships with key stakeholders and kindred organisations.
- Benefits from relationships and information sharing in local areas.
- SRC's improved profile and reputation as a good quality outfit.

Strategies to achieve this objective:

- 3.1 Establish regular meetings with funders and sponsors of SRC programs to discuss expectations, outcomes, and opportunities for improvement. This will include:
 - DSR
 - Department for Communities
 - National Heart Foundation
 - Burswood Park Board
 - Burswood Entertainment Complex
 - Healthway
 - Veterans Affairs
 - Indigenous Affairs
- 3.2 Establish a structured approach and responsibilities for managing relationships with other key stakeholders e.g. with
 - Seniors Sport and Recreation Advisory Committee
 - WA Sports Federation
 - Physical Activity Task Force
 - Have A Go Day News
 - Injury Control Council
- 3.3 Establish relationships with kindred organisations involved with seniors and/or recreation with a view to achieving common goals e.g.
 - Retirees WA
 - National Seniors
 - Council on the Ageing
 - Australian Independent Retirees Association
 - Volunteering WA
 - Fitness WA
- 3.4 Establish relationships, forums and ways to share information in local areas, e.g. with
 - Local Government Recreation Officers
 - DSR Regional Staff
 - Local sporting and recreational groups
 - Seniors Ministerial Advisory Council

4 SRC Structure and Sustainability

The Objective

To establish the structure and capability within SRC to deliver current and new recreation programs for Seniors and to make a significant and worthwhile contribution to the goals of our funding bodies, sponsors and other supporters.

Why this objective is important.

Most Board members are also “hands on” volunteers in SRC programs, limiting time available for their Board management role.

We don't have enough people with management expertise to choose from for future Board vacancies.

With 1 full time staff member, the SRC does not have adequate resources for its current operations. And we want to do more.

Many administrative and clerical tasks are undertaken by the President. This reduces his availability for higher level duties, and is not viable in the longer term.

Funding is for one year in advance only.

There is scope to attract more grants and sponsorships and to use more volunteers.

However an increase in core funding is essential to establish a basic structure to enable this to happen.

Our Measures of Success

- Board skills and abilities and people for succession
- New structure with appropriate funding base
- Increased use and numbers of volunteers with improved support and coordination
- Benefits from SRC Communications Strategy
- Expanded presence in regions.

Strategies to achieve this objective:

- 4.1 Identify skills and abilities for the SRC Board, and recruit suitable people as specialist advisors / volunteers, with a view to becoming Board members in the future.
- 4.2 Determine the SRC structure and roles (staff and volunteers) required to achieve the goals of this Plan.
- 4.3 Identify what must happen to meet Dept for Communities and DSR requirements for recurrent funding, and negotiate.
- 4.4 Develop a proposal and negotiate an increase in recurrent funding for the revised SRC structure, in addition to other options such as:
 - Secondments from Government for project work
 - Using skilled volunteers for specific roles / tasks
 - Post graduate student placements
- 4.5 Improve support and coordination of volunteers in preparation for an expansion of SRC programs, e.g.
 - Recruitment, training and coordination
 - Honorariums / reimbursement of expenses
- 4.6 Develop a communications and publicity strategy to promote the SRC, its objectives and programs.
- 4.7 Extend SRC presence in Perth Metro area and country regional areas e.g. through
 - Continued support to existing Branches
 - Consider need for other Branches
 - Working with DSR regional staff
 - Joint working with other organisations that have a regional seniors focus eg some Local Government authorities.
- 4.8 Review constitution to reflect changes.

Proposed Implementation Timetable

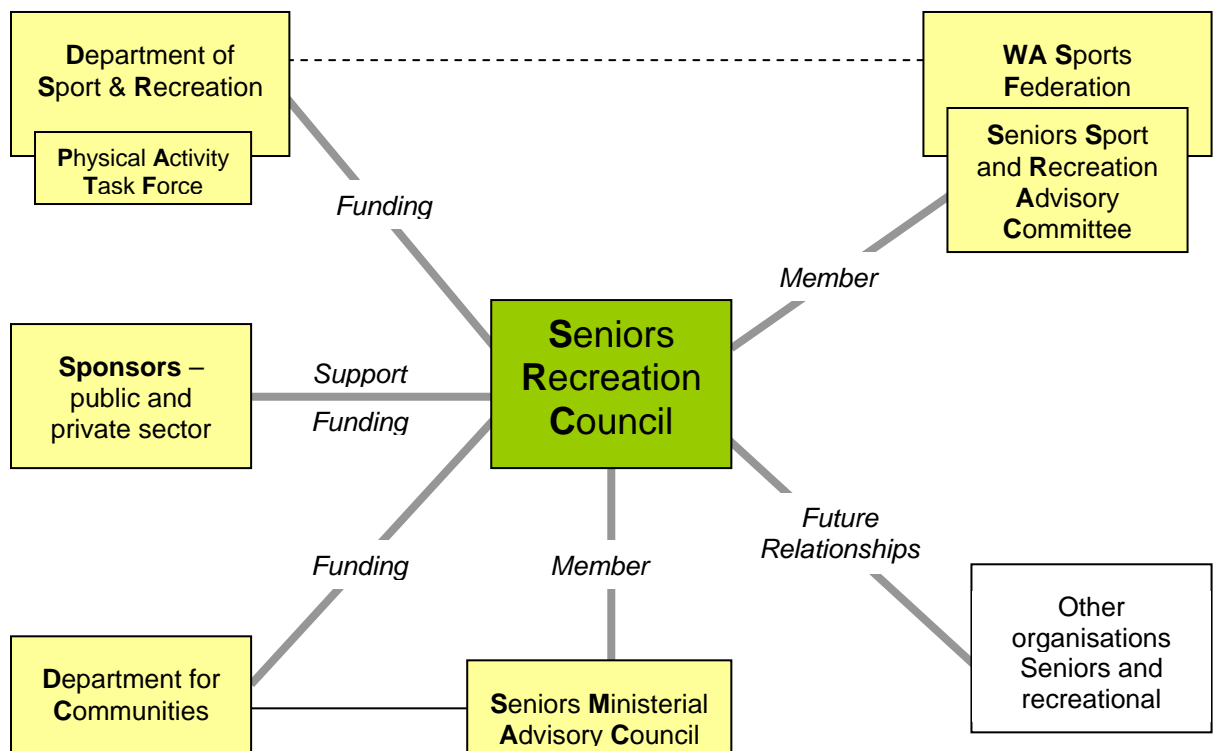
		2010			2011	2012
		2 nd qtr	3 rd qtr	4 th qtr		
1	Current Programs and Activities					
1.1	Review all major programs and determine changes and longer term direction					
1.2	Review branch activities and determine changes, improvements and scope for expansion					
1.3	Develop implementation plan to coordinate / achieve changes					
2	New Programs and Initiatives					
2.1	Use own resources and work with others to identify new programs based on research, needs assessment etc					
2.2	Support/encourage Branch Presidents to identify local needs, support requests from others, exchange ideas					
2.3	Identify and pursue sources of funding for new programs					
2.4	Develop guidelines for setting up successful new programs and activities					
3	Relationships and Partnerships					
3.1	Establish regular meetings with funders and sponsors to discuss expectations, outcomes, improvements					
3.2	Establish structured approach and responsibilities for stakeholder relationships					
3.3	Establish relationships with kindred organisations to achieve common goals					
3.4	Establish relationships, forums and other ways to share information in local areas					
4	SRC Structure and Sustainability					
4.1	Identify skills and abilities for the Board, recruit specialist advisors/volunteers, with a view to being future members.					
4.2	Determine structure & roles – staff/volunteers					
4.3	Identify changes for recurrent funding and negotiate					
4.4	Develop proposal and negotiate funding for structure					
4.5	Improve support and coordination of volunteers					
4.6	Develop communications and publicity strategy					
4.7	Extend presence in Perth Metro and Regional areas					
4.8	Review constitution to reflect changes					

Appendix

1. The Aim of the Seniors Recreation Council?

- To promote the ethos of health ageing through activity.
- To be aware of the emerging / developing needs of Seniors within the field of recreation and sport.
- To initiate, foster and co-ordinate projects which will contribute to providing opportunities for Seniors to participate in recreational and sporting activities.
- To support the establishment of new and existing groups providing recreational and sporting opportunities for Seniors.
- To liaise with other agencies, government and non-government, catering for Seniors needs.
- To influence Local, State and National governments to develop practices and polices that encourage wider participation by all older adults (Seniors) in recreation and sport.

2. Where does the SRC fit in with other organisations?



3. Overview of SRC Programs and Activities Delivered in 2009

SRC programs	Volunteers	Events	Participants
Have a Go Day A one day expo of activities for seniors to get information about and try out at Burswood Park. Have a go days are also held in regionally in xxx	Xxx volunteers Plus Sponsors	196 activity sites	14000 participants
	Xxx volunteers Plus Sponsors	196 activity sites	14000 participants
Add Life to your Years Directory 2008 - 2010 A Directory of Sport and Recreation clubs and groups for older adults. Supported by advertising and sponsors.	Xxx volunteers Plus advertisers	1500 copies 750 entries	Monthly Website updates
Aboriginal Seniors Activity program – Metro Activity days for Aboriginal Seniors to promote physical activity, social interaction. Information and displays about services available for Seniors at each event. Regional events were held in xxx	Xxx vol Xxx displays	Xx days Xxx locations	Xxx participants
	Xxx vol Xxx displays	Xx days Xxx locations	Xxx participants
Be Active Aged Care Games - Metro Team participation and competitive events for people in aged care. Regional events were held in xxx	Xxx volunteers	Xxx care agencies Xxx locations	Xxx participants
	Xxx volunteers	Xxx agencies Xxx locations	Xxx participants
Be Active New Horizons Scheme The Be Active New Horizons Achievement Scheme encourages Seniors to actively work in 3 categories, Community Participation, Personal Development & Active Recreation.	Xxx volunteers Plus Sponsors		Xxx participants
Seniors Ball - Perth Christmas in July afternoon ball for Seniors held at the Burswood Entertainment Complex, annually since xxx	Xxx volunteers Plus Sponsors		Xxx participants
Pole Walking Demonstration Program Metro Demonstrations to show older people how to use specially designed walking poles for exercise walking. Regional events were held in xxx .	Xxx volunteers	Xxx presentations	Xxx participants
	Xxx volunteers	Xxx presentations	Xxx participants
Seniors Indoor Bowls Competition - Metro Annual event in its 21 st year.	Xxx volunteers plus Sponsors	Xxx clubs involved	Xxx participants
Other SRC Branch activities and events in 2009 (some using sports ability packs supplied by the SRC) e.g. <ul style="list-style-type: none"> ▪ Find Thirty Fun Activity Days, Games Days ▪ Triple Treat, Double Dip, ▪ Fishing Days, Sailing, tennis, golf, walking ▪ Social events - lunches, quiz shows, dances ▪ Concerts, Carols, Xmas pageant, exhibitions, 	Xxx volunteers Plus Sponsors	Xxx events	Xxx participants
Support to other Organisations and Events Includes Seniors Week, Seniors Card Distribution			

4. Summary of Stakeholder Feedback

Views about current programs

- Programs, well run, high standards, popular.
- Unique programs - no one else doing what SRC does.
- Indigenous Games - hard to reach group, growing.
- Aged Care Games - unique, activities, competition.
- Have a Go Day - flagship, popular, better every year.
- Good involvement of sponsors and volunteers.
- Would like to see the current programs continue.

Current Programs - suggestions

- Continue to consolidate and improve.
- Some programs only reach a small number of people.
- What scope to extend to other areas, other groups?
- Have a Go Day - follow up events to encourage take up.
- How to attract “younger seniors” – not just older people.
- Define outcomes and evaluate - feedback to funders.
- Scope to involve other organisations more, or handover.

New programs – future direction

- Don't be overly ambitious - quality is important.
- Link in with other organisations, what they are doing – e.g. research.
- New programs need to be more evidence driven.
- Identify which groups to focus on - e.g. age, areas.
- Identify potential resources and funding sources.
- Aim to set up, get others to support, or hand over.
- Have long term goal for program - easier for funding
- Be a conduit, help others to set up/deliver programs
- SRC focus fits with Dept of Communities goals - active ageing, social supports, mental well being.

Opportunities for the Future

- SSR Advisory Council will identify gaps and opportunities.
- DSR keen to increase participation in 45+ age group SRC could come to DSR with ideas, proposal - vice versa.
- WASF - increase seniors in sport, new recreation role
- PATF research - adult survey to be released in Sept 2010
 - will be more relevant than the last one
 - will identify gaps and opportunities.
- Dept of Communities to adopt WHO age friendly communities framework.
- National Health Agreement - healthy communities
 - funding for Local Government, mid 2010
 - projects for health and physical activity.

Relationships and partnerships

- WASF and the SSRAC
 - how to work with under new arrangement.
- DSR
 - work closely with different areas, direct contact
 - DSR staff to provide guidance, less hands on
 - DSR Organisation Sustainability Program
- Department for Communities
 - closer liaison and feedback.
 - will consider longer term funding e.g. 3 years
 - limited scope for additional funding
- Have a Go News
 - readers interested in physical activity surveyed
 - very happy with SRC and cooperation
 - would be happy to work with SRC and support.
- Work more closely with other groups that target Seniors e.g. COTA, WA retirees, National Heart Foundation.
- Work with groups such as Fitness WA

SRC as an Organisation

- Program delivery focus is sound, rather than peak body.
- Good timing to develop longer term (Strategic) plan.
- Board
 - Recent changes to constitution are good
 - important to keep bringing in new members
 - energy to take on responsibilities, share the load
 - develop succession and back up
 - define skills, advertise, recruit
- Branch network
 - costly to support branches across the State
 - better to align with other organisations that have branches and a membership base.
- Resources
 - explore options e.g. Project Officer, Exec Officer
 - grow volunteer base
 - expand use of volunteers for current programs
 - how to bring in more revenue
 - SRC seen as responsible in managing funds