



Seniors Recreation Council of WA Inc.

Strategic Plan 2017 – 2020

September 2016

Healthy Ageing Through Activity

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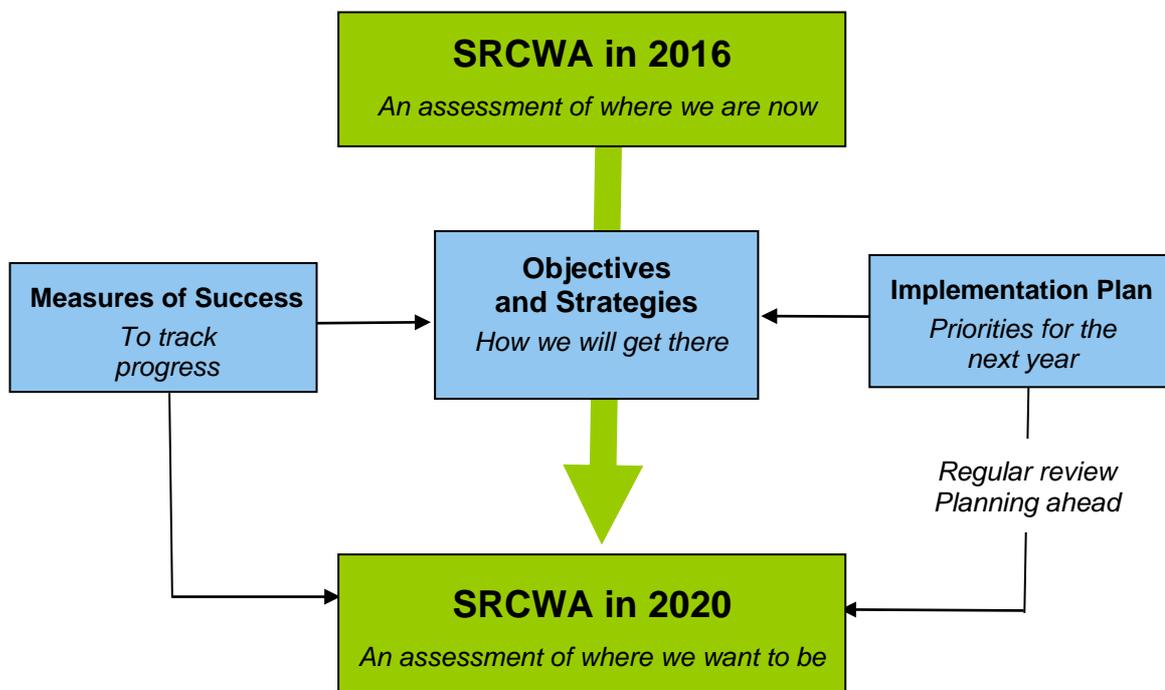
Introduction

This Strategic Plan has been prepared by the Seniors Recreation Council (SRCWA) to provide direction for the next three years. The plan was developed by the Board in consultation with SRCWA personnel and other stakeholders. The Strategic Directions for the Western Australian Sport and Recreation Industry 2016 – 2020 (SD6) has also been taken into account in this update of the SRCWA Strategic Plan. This plan recognizes the excellence of the previous plan and has maintained the structure and principles adopted by the previous plan. The four major categories that encompass the structure and operations of the SRCWA, and within which objectives and strategies for the next three years apply, have been maintained. These four categories are: Communities

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

The Plan

The SRCWA Strategic Plan has the following components:



I look forward to working with the SRCWA to achieve the vision and objectives outlined in this plan and thank the Board, Volunteers, Sponsors and Stakeholders for their contribution.

Hugh Rogers
State President, Seniors Recreation Council of WA
November 2016



The SRCWA in 2016

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 Executive Officer, full time, a Project Manager, full time together with a Events Coordinator, part time, all based at the Council’s office in Leederville, at the Department of Sport and Recreation.

SRCWA 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, Rockingham, Geraldton and Mid West.

Funding (and other support) is provided by the Department of Sport and Recreation and the Department of Local Government and Communities, supplemented by grants from Lotterywest and Healthway.

Valuable support is provided by sponsors – including Burswood Park Board, Crown Perth, Have A Go News and Channel 7.

Assessment of the SRCWA’s Strengths, Weaknesses, Opportunities and Threats.

In the lead up to this plan an assessment of the strengths, weaknesses, opportunities and threats for the SRCWA was undertaken and a list of all SRCWA programs, and the Branches conducting those activities, is included in Appendix 3.

Liaison with stakeholders and kindred organizations.

Liaison with stakeholders is undertaken on a regular basis through meetings and personal contacts with SRCWA personnel to ensure that a positive relationship is maintained and that the objectives of all parties are being satisfied. This involves Department of Sport & Recreation, Department of Local Government and Communities, Have a Go News, Crown Perth, Burswood Park Board, SRCWA Branch officers, Sponsors and Volunteers.

SRCWA is represented on the Seniors Ministerial Advisory Committee (SMAC) and the Seniors Week Committee.

The 2008 Review of Sport and Recreation Service to Seniors.

As recommended in this Review SRCWA has remained focussed primarily on the delivery of recreation programs for Seniors. The SRCWA was represented on the WA Sports Federation Seniors Sport & Recreation Advisory Committee (SSRAC) until it ceased to function.

Since SRCWA was established in 1991 the expectations and lifestyle of Seniors in WA has improved significantly and attitudes to the importance of physical, mental and social well being of Seniors have changed. SRCWA has contributed positively to these changes. As noted in SD6 the projected increase in the population aged 65 and above from 12.5% in 2013 to 20.7% in 2061 places greater emphasis on programs for Seniors. The SRCWA has an important role in meeting the challenges identified in the SD6 plan and continues to develop and provide programs to increase participation and achieving greater health outcomes for Seniors. This role includes improving the accessibility of these programs to Seniors throughout Western Australia through the establishment of new SRCWA branches in regional areas.



The SRCWA in 2020

- ◆ By 2020 we envisage that SRCWA will be recognized 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 continue to be reviewed regularly to ensure they are viable and produce the required results. SRCWA will work with stakeholders and partners to enable programs to be improved and extended to reach other groups and people throughout WA.
- ◆ SRCWA will continue to have regular and meaningful interaction with its direct stakeholders and other relevant organisations to ensure full sharing of information about common objectives.
- ◆ SRCWA 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 continue to have confidence in SRCWA and its capability to meet their requirements. They will be receptive to SRCWA's proposals which will continue to be well planned, well presented and thorough.
- ◆ The SRCWA will be involved in new programs – often working with other organisations. Projects will demonstrate to other groups and SRCWA Branches 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 SRCWA to introduce and progress them to a stage where it is viable for SRCWA Branches and other organisations to adopt them and continue to expand delivery.
- ◆ Have a Go Day will continue to be our “flagship” program - improved year by year introducing more Seniors to programs that result in more Seniors taking up new activities.
- ◆ SRCWA 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 major events and SRCWA operations while also supporting SRCWA Branches in the conduct of programs in their region.
- ◆ The team of volunteers will be expanded to support programs and the ongoing administration of the organisation. Volunteers will enjoy being part of the SRCWA and will be trained and well supported.
- ◆ Where SRCWA 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. The potential for the establishment of new SRCWA Branches will also be assessed.
- ◆ It is not envisaged that SRCWA will become 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 other organisations and/or SRCWA Branches will be willing to support and run.
- ◆ SRCWA's success will inspire and engage others to support the ethos of Healthy Ageing Through Activity and will demonstrate the benefits to all.
- ◆ A review of the SRCWA branch structure will have been undertaken and addressed the sustainability of SRCWA into the future.
- ◆ In accordance with the SRCWA Constitution Objects Clause 3 (g), SRCWA will have undertaken advocacy on behalf of Seniors and SRCWA will be recognised as an advocate for Seniors interests in fulfilling a healthy lifestyle through activity.

Objectives and Strategies

1 Current Programs and Activities

The Objective

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

Why this objective is important.

We have some great programs that are now being expanded and extended to other areas/groups.

However we have limited resources to do this. We look to improve programs so they are more attractive to funders and capable of operation by other organisations and SRCWA Branches.

Our Measures of Success

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

Strategies to achieve this objective:

- 1.1 Review all major SRCWA programs and determine changes and longer term direction for each. The review 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 SRCWA Branches and other organisations to take over or widen delivery reach.
 - Opportunities to include intergenerational programs.

These programs are:

Have a Go Day
Be Active Aged Care Games
Add Life to your Years (Directory)
Seniors Activity/Information Days
Pole Walking Demonstration Program
Tech Savvy Seniors activities
Seniors Exergaming WA
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 implement 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 SRCWA.

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 and new Branches established in line with guidelines.
- Support to local community groups and SRCWA Branches to set up activities.
- Improved public profile for SRCWA.

Strategies to achieve this objective:

- 2.1 Use own resources and liaise 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:
 - Department of Sport and Recreation,
 - Department of Local Government and Communities
 - Department of Health, Healthway
 - Local Government
 - Private sector physical activity groups
 - Kindred organisations with common objectives.
- 2.2 Support and encourage Branches to:
 - identify local needs, potential programs and activities
 - and sources of support,
 - seek and support requests from Local Government, local community groups to establish recreational / sporting activities for Seniors,
 - exchange ideas and implement those that work well elsewhere
 - optimize performance and improve communication
- 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.

Our Measures of Success

- Funder and Sponsor feedback about working relationships with SRCWA.
- Benefits and achievement of common goals derived from relationships with key stakeholders and kindred organisations.
- Benefits from relationships and information sharing in local areas.
- SRCWA'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 SRCWA programs to discuss expectations, outcomes, and opportunities for improvement. This will include:
 - DSR
 - Department of Local Government and Communities
 - National Heart Foundation
 - Crown Perth
 - Burswood Park Board
 - Healthway
 - Veterans Affairs
 - Indigenous Affairs
- 3.2 Establish a structured approach and responsibilities for managing relationships with other key stakeholders e.g. with
 - WA Sports Federation
 - Have A Go News
 - Injury Control Council
 - WA Health Department
 - Tertiary Education Institutions
- 3.3 Establish relationships with kindred organisations involved with Seniors and/or recreation with a view to achieving common goals e.g.
 - Volunteering WA
 - Fitness WA
 - Local Government Authorities
 - Retirement Villages
 - Aged Care facilities
- 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
 - Retirement Consultants for transition of employees to retirement
 - CentreLink
 - SRCWA Branches
- 3.5 Establish protocols for advocacy for Seniors

4 SRCWA Structure and Sustainability

The Objective

To establish the structure and capability within SRCWA 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 SRCWA Board members are also "hands on" volunteers in SRCWA 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 1.5 full time staff members, the SRCWA does not have adequate resources for its current operations. And we want to do more.

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
- Review structure with appropriate funding base
- Increased use and numbers of volunteers with improved support and coordination
- Benefits from SRCWA Communications Strategy
- Expanded presence in regions.

Strategies to achieve this objective:

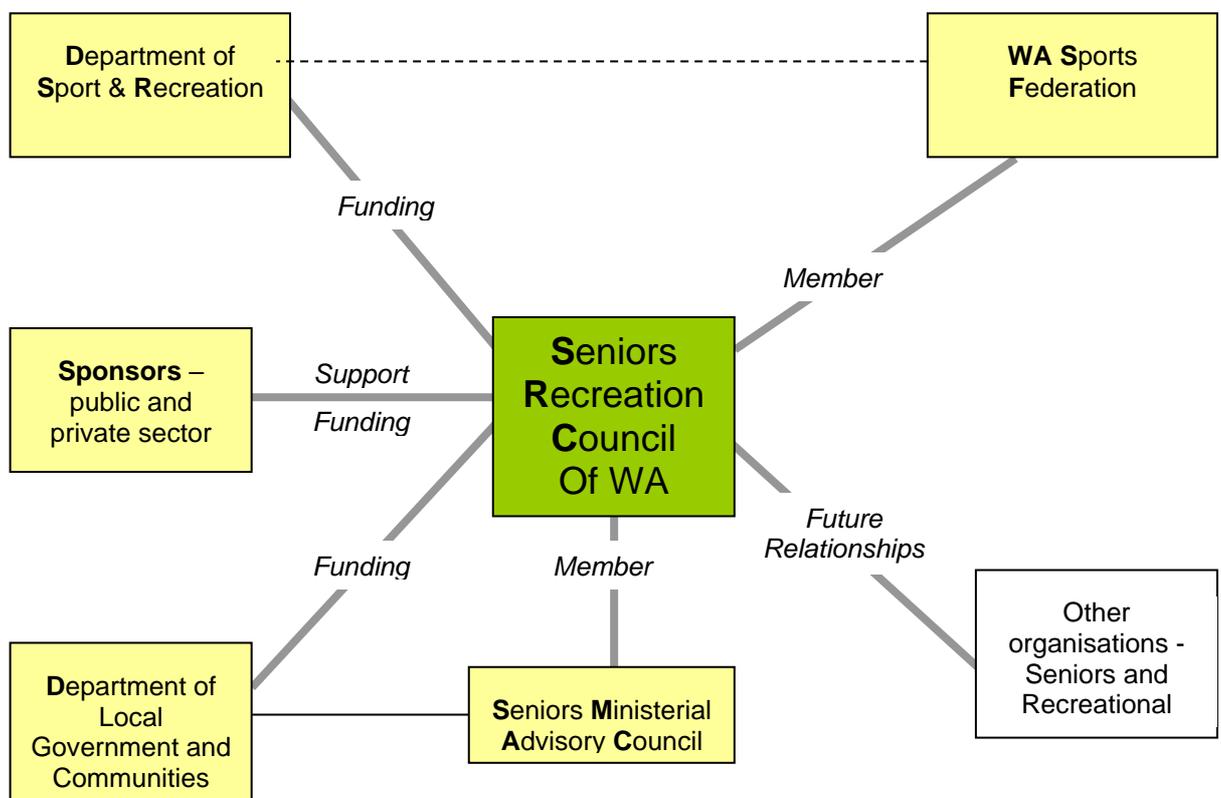
- 4.1 Identify skills and abilities for the SRCWA Board, and recruit suitable people as specialist advisors / volunteers, with a view to becoming Board members in the future.
- 4.2 Determine the SRCWA structure and roles (branches, staff and volunteers) required to achieve the goals of this Plan.
- 4.3 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 a revised SRCWA 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, development and coordination of volunteers in preparation for an expansion of SRCWA programs, e.g.
 - Recruitment, training and coordination
 - Honorariums / reimbursement of expenses
- 4.6 Develop a communications and publicity strategy to promote the SRCWA, its objectives and programs.
- 4.7 Extend SRCWA presence in Perth Metro area and country regional areas e.g. through
 - Continued support to existing Branches
 - Establishment of new Branches
 - Working with DSR regional staff
 - Joint working with other organisations that have a regional seniors focus eg some Local Government authorities.
 - Develop support material such as Operations Manuals for use by SRCWA Branches
- 4.8 Review the SRCWA constitution to reflect changes.

Appendix

1. The Aim of the Seniors Recreation Council

- ☑ To promote the ethos of healthy 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 Branches and promote 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 policies that encourage wider participation by all older adults (Seniors) in recreation and sport.

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



3. SRCWA Programs

'S' = State Provides Support

| Program | Av | Bu | WCE | Es | Ger | GS | MW | Pe | N | H Pth | Ro | SW | State |
|---------------------------------------|----|----|-----|----|-----|----|----|----|---|-------|----|----|-------|
| Add Life to Your Years | X | X | | X | | X | X | X | X | XS | X | X | X |
| Advice | | | | | | | | X | | | | | X |
| Annual Seniors Camp | | | | | | | | | | X | | | |
| Art & Craft Exhibition | | | | X | | | | X | | | | | |
| Bootscooting | | X | | | | | | | | | | | |
| Calendar | | | | | | | | X | | | | | |
| Chi Ball | | | | | | | | X | | | | | |
| Double Dip Saltwater Aerobic/Exercise | | | | | | | | X | | | | | |
| Forums | | X | | X | | | | X | | | XS | | X |
| Have a Go Days | | | | | | | | | | XS | X | | X |
| Indoor Bowls | | | | X | | | X | | | | XS | | X |
| LiveLighter Activity Information Days | X | X | X | | X | | X | X | | XS | | | X |
| LiveLighter Aged Care Games | XS | XS | | | X | XS | | XS | | | XS | XS | X |
| Pole Walking | X | X | X | | X | X | X | X | | XS | XS | | X |
| Presentations | X | | | | | | X | X | | X | | | X |
| Quiz Night | | | | X | | | X | | | | | X | |
| Remembrance Day Walk | | | | X | | | | | | | | | |
| Seniors Concert | | X | | X | | | | | | | X | | X |
| Seniors Ball | | | | | | | | | | XS | | | X |
| Seniors Dance | | | | X | | | X | | | | | | |
| Seniors Day | | | | X | | | | | X | | | | |
| Seniors Exergaming WA | | X | X | | X | | | X | | | | | X |
| Seniors Luncheon | | | | X | | | X | | | | | | X |
| Seniors Surveys | | X | | X | | | | X | | XS | | | X |
| Strong on Your Feet | | | | | | | | | | | | | |
| Take the Plunge | | | | | | | | X | | | | | |
| Tech Savvy Seniors | | | | | | | | | X | | | | X |
| Tennis | | | | X | | | | | | | | | |
| The Gopher Games | | | | X | | | | | | | | | |
| Walking Groups | | | | X | X | | | X | X | | | | |