



Seniors Recreation Council of WA Inc.

# Strategic Plan 2013 - 2016

June 2013

***Healthy Ageing Through Activity***

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# Introduction

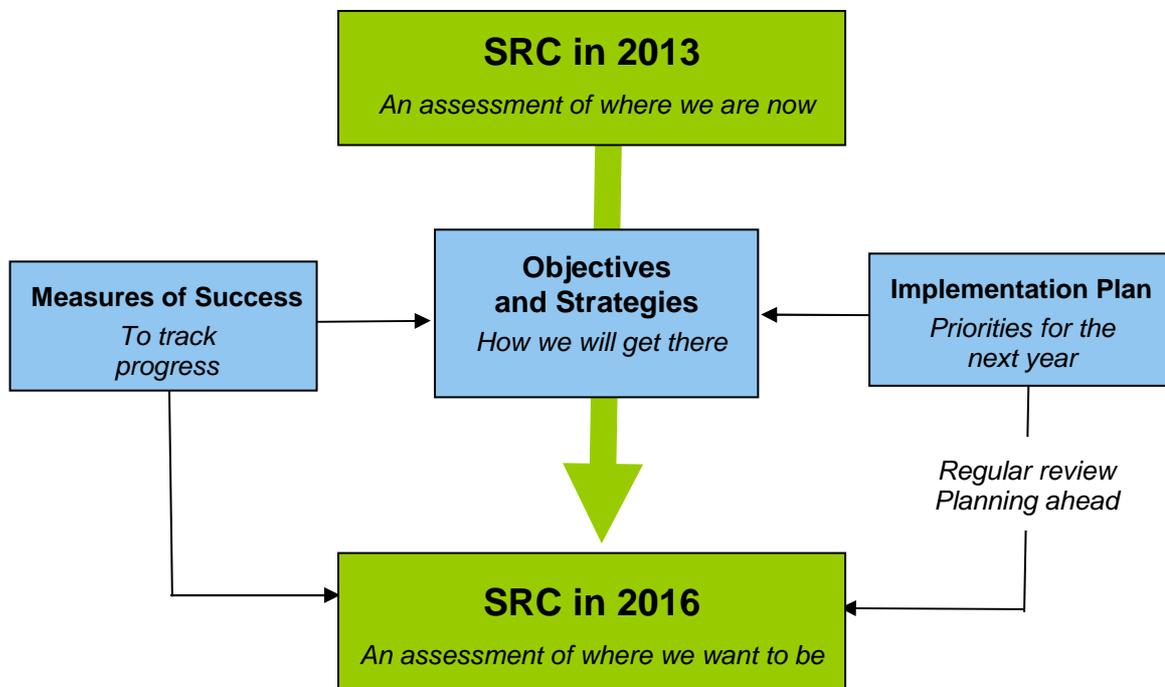
This Strategic Plan has been prepared by the Seniors Recreation Council (SRC) to provide direction for the next three years. The plan was developed by the Board, with input from stakeholders and volunteers.

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

## 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  
June 2013



# The SRC in 2013

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

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, Rockingham 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 and Healthways.

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

## **Assessment of the SRC’s Strengths, Weaknesses, Opportunities and Threats.**

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

## **Liaison with stakeholders and kindred organizations.**

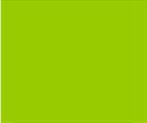
Liaison with stakeholders is undertaken on a regular basis through meetings and personal contacts with SRC personnel to ensure that a positive relationship is maintained and that the objectives of all parties are being satisfied. This involves Department of Sport & Recreation, Department for Communities,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

SRC 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 SRC has remained focussed primarily on the delivery of recreation programs for Seniors. The SRC was represented on the WA Sports Federation Seniors Sport & Recreation Advisory Committee (SSRAC) until it ceased to function. There are aspects of this review still outstanding.

Since SRC 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. SRC has contributed positively to these changes.



# The SRC in 2016

- ◆
- ◆ By 2016 we envisage that SRC 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. SRC will work with stakeholders and partners to enable programs to be improved and extended to reach other groups and people throughout WA.
- ◆ SRC 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.
- ◆ 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 SRC and its capability to meet their requirements. They will be receptive to SRC's proposals which will continue to be well planned, well presented and thorough.
- ◆ The SRC will be involved in new programs – often working with other organisations. Projects will demonstrate to other groups and SRC 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 SRC to introduce and progress them to a stage where it is viable for SRC 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.
- ◆ 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 major events and SRC operations while also supporting SRC 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 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. The potential for the establishment of new SRC Branches will also be assessed.
- ◆ It is not envisaged that SRC 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 SRC Branches will be willing to support and run.
- ◆ SRC'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 SRC branch structure will have been undertaken and addressed the sustainability of SRC into the future.
- ◆ In accordance with the SRC Constitution Objects Clause 3 (g), SRC will have undertaken advocacy on behalf of Seniors, and SRC 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 SRC programs and Branch activities make a valuable contribution to the goals of 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 capable of operation by other organisations and SRC Branches.*

#### Our Measures of Success

- Changes, improvements and/or expansion of existing programs
- Increased involvement of other organisations and SRC Branches
- 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 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 SRC Branches and other organisations to take over or widen delivery reach.
- Opportunities to include intergenerational programs.

These programs are:

- Have a Go Day
- LiveLighter Aged Care Games
- Add Life to your Years (Directory)
- LiveLighter 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 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 and SRC Branches 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:
  - Department of Sport and Recreation,
  - Department for 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 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.*

### 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
  - 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
  - SRC Branches
  
- 3.5 Establish protocols for advocacy for Seniors

### 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.

## 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 1.5 full time staff members, the SRC 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 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 (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 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, development 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.
  - Develop support material such as Operations Manuals for use by SRC Branches
- 4.8 Review 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 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 policies that encourage wider participation by all older adults (Seniors) in recreation and sport.

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

