



# **Woden Senior Citizens Club**

## **10-Year Strategic Plan**

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Designed and printed in Australia by Patria Printers – Canberra ACT.

March 2004

National Library of Australia Cataloguing-in-Publication

Woden Senior Citizens Club.

Woden Senior Citizens Club 10-Year Strategic Plan.

Includes index.

ISBN 0 646 43039 4.

1. Woden Senior Citizens Club - Planning.

2. Aged - Societies and clubs - Australian Capital Territory - Woden - Planning.

3. Aged - Services for - Australian Capital Territory - Woden - Planning. I. Title.

362.60609471

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## EXECUTIVE SUMMARY

The Canberra Community Foundation provided funding during 2003 for the Woden Senior Citizens Club (WSCC) to develop a comprehensive 10-year plan for the social and physical development of the Club as a self-sufficient, broadly-based and socially-responsive community service.

To assist with this task WSCC engaged consultants experienced in strategic planning and who were sympathetic to the aims of the Club. An independent Project Advisory Group was formed to assist in guiding the project. Initial work involved research on: likely demography changes; services and arrangements of similar clubs in Canberra; support policies and the programs provided for the aged and seniors clubs by all levels of government across Australia; the organisational and resource arrangements of WSCC; and ACT Government land planning arrangements. A key element was determining the views of WSCC members on the Club and its programs. The results of the research were comprehensively discussed at a one-day workshop of WSCC members and supporters.

The next 10 years could see the current membership of WSCC increasing from 600 to about double its current size, particularly if more active promotion of its activities is undertaken. This will present challenges as members value the Club's current informal and friendly atmosphere and supportive and caring environment. Nevertheless, members generally recognise the need for expanded facilities and conduct of additional activities. A major limitation for WSCC in meeting the growing needs of an increasing aged population is the burden of administration of a large club and the lack of income sufficient to finance necessary facilities expansion. While the Club values its concessional land lease, it is not provided with direct funding support from the ACT Government, unlike the situation in the States where senior citizens and many equivalent clubs are much more strongly supported by local governments.

As part of the planning process the Club has developed and endorsed a Vision, Values and Purpose. Additionally, it has developed four goals covering the areas of Activities and Services, Membership, Facilities, and Management, Governance and Financial Management. These goals will be pursued by undertaking 24 specific objectives with associated time targets.

To manage this process, detailed Action Plans have been developed covering all objectives. Implementing the strategic plan is critical to the future of the Club, but it presents significant challenges for an organisation with facilities that have functional limitations and with the majority of members aged over 70. Accordingly, changes will be required to increase the level of day-to-day administration and the volunteer management arrangements. A critical issue will be eliciting financial assistance to rectify existing facilities problems and enable the Club to handle expected demographic increases.

To assist similar organisations, a separate 'blueprint' document has been produced that explains the development of the plan and provides guidance on undertaking such a planning process.

## FOREWORD



The Woden Senior Citizens Club (WSCC) has been serving the Canberra community since 1972. A key feature that has characterised our Club since its foundation has been its friendly and welcoming atmosphere. As members' needs and interests have changed, we have adapted and expanded our activities, services and facilities to provide a broad range of options. Our record of success now provides a solid foundation for ensuring that the Club can meet the challenges of the future.

I thank all who have participated in the development of this plan, especially:

- members of the Club Committee of Management who have overseen the project;
- so many Club members who completed a survey form and demonstrated their strong interest in a variety of ways, including meetings, discussions and through our newsletter;
- members of the independent Project Advisory Group who have contributed much during the development of the project; and
- many other people who have come from organisations that so generously support the Club.

The development of this plan would not have been possible without the generosity of the ACT Government in providing funding through the Canberra Community Foundation. We greatly appreciate the interest and support of the Government in this project and look forward to further joint collaboration in our contribution to healthy ageing.

Although the plan identifies areas for further action, there is much of what we currently do that we will want to retain. Therefore, there is a continuing need to balance carefully the effort we spend on development and that spent managing our current programs and services. This will be a challenge for the Committee of Management as we make the Club an even more attractive organisation to current and prospective members.

This strategic plan provides a sound foundation to enable the Club to face the next 10 years. It has been developed in a comprehensive and consultative manner and, I believe, provides a very good basis for the Club's further development.

As we implement the strategic plan, there will continue to be full consultation with members before major decisions are taken.

27 February 2004

A handwritten signature in cursive script that reads "Anne Murray".

Anne Murray, AM

# INTRODUCTION

This document identifies the broad directions that will guide the Club's future development and management. It provides an umbrella for a separate set of complementary action plans, which provide more details of activities, responsibilities and time targets.

The project commenced with an environmental scan to examine factors impinging on the Club, now and in future years. This resulted in a number of papers:

- ⦿ A Demographic Background Paper, which examined trends in the population likely to affect future membership of the Club.
- ⦿ A Comparative Survey of Organisations, which examined other clubs and organisations providing services to the same age demographic or in a similar geographic area.
- ⦿ An Organisation and Resources Paper, which looked at the organisation of the Club and its financial resources.
- ⦿ A paper on the ACT Territory Plan in Relation to WSCC, which looked at how the Territory Plan might affect options for development of the Woden facility.

A comprehensive questionnaire was sent out to all members to obtain statistical information about members, their activities and interests and their views on the future directions of the Club. The responses to the questionnaire were professionally analysed and presented in a report entitled 'Woden Senior Citizens Club Members' Consultation Survey'.

This stage of the project culminated in a one-day workshop facilitated by consultants engaged to assist in the development of this plan. The workshop was attended by 40 participants, consisting of Club members from a range of activity groups and external participants selected to provide an outside perspective. The participants were given the results of the prior studies and taken through a series of exercises designed to further elicit their views on the future direction of the club.

The workshop outcomes were given further consideration by the Club's Committee of Management and the Project Advisory Committee during the subsequent process of drafting and developing the strategic plan.

This document draws on all the above sources of information to develop a strategic plan for the Club. The investigation papers and the consultation survey results are retained in a separate limited-production volume. To assist other community organisations wishing to develop a strategic plan, a 'blueprint' document has been produced to outline the approach taken.

# GOVERNMENT POLICIES

## Federal Government

The Federal Government's interest in the aged is exercised primarily through the Department of Health and Ageing which provides national leadership, determines national policies and outcomes and contributes to funding of services. In 2001, the Commonwealth issued a National Strategy for an Ageing Australia. This approach complemented a 1999 resource, *Developing an Active Australia: a framework for action for physical activity and health*, aimed at promoting physical activity and health as part of a nationwide Active Australia initiative.

Much of the functional decline associated with ageing is attributable to disuse rather than illness. Although exercise is a common activity for many older people, participation in physical activity continues to drop in later age. Accordingly, a 2002 revision of the Work Plan for 2000 to 2003 of the Strategic Inter-Governmental forum on Physical Activity and Health includes as a key strategy:

Increase community awareness and understanding of the benefits of participation in moderate intensity regular physical activity.

The work plan also includes a key initiative to:

Support further collaboration with local government designed to create local environments which facilitate increased participation in physical activity, based on evidence.

The Commonwealth, State and Territory Strategy on Healthy Ageing provides a mechanism for coordinating activity between governments on community attitudes, health and wellbeing, work and community participation, sustainable resourcing, inclusive communities, appropriate care and support, and research and information. Under the Community and Disability Services Ministers' Conference, the Positive Ageing Task Force is responsible for overseeing implementation of the Strategy.

## ACT Government

### *ACT Labor's Plan for Older Canberrans*

Although ACT Labor Party's agenda, as expressed in its Plan for Older Canberrans, is not necessarily policy of the ACT Government, the following extracts provide a basis for WSCC to assess the likely government support for the aged and the Club:

"... the ACT is ageing faster than any other part of Australia. This increase in the age profile means that a government will need to look at providing different services - and more of them - to those needed by a younger population.

Labor plans to create an inclusive community, one where older people feel safe and valued and where adequate services are available for all their needs.

Labor is committed to maintaining its dialogue with older people throughout the Canberra community to ensure that its policies and programs are delivering the benefits they see as important."

Labor will: ... Work with organisations such as University of the Third Age, Council on the Ageing and ACT Libraries to provide older people with access to information technology and Internet training.

Labor also recognises that many older people with much to offer the community are active volunteers but sometimes the costs of volunteering are a deterrent.

Labor will: ... Support volunteers by increasing the capacity of organisations to develop effective and innovative volunteer opportunities.

### ***Ministerial Council on Ageing***

The 2003-2005 Strategic Plan of the ACT Ministerial Advisory Council on Ageing contains a Key Theme Area of Healthy and Meaningful Ageing. The associated outcome sought is:

Older people will develop to their potential physically, mentally, socially and spiritually.

The Strategic Plan further notes:

Initiatives that encourage older people to remain active, to continue their contribution to family and community life, and plan for later life, will contribute significantly to their health and well-being.

Relevant Key Focus Areas in the Council's plan are:

Promote meaning and purpose in later life.

Promote positive images of older people in the community.

Promote Healthy Ageing – emphasis on health promotion and illness prevention.

Promote fitness in the ageing population.

In the Canberra Social Plan the ACT Government states that it will encourage active community participation by Canberra's ageing population through the implementation of the strategic plan developed by the ACT Ministerial Advisory Council on Ageing.

### ***Health Action Plan***

The ACT Government's 2002 Health Action Plan supports the Commonwealth Government approach and includes as one of five key strategies:

Supporting policies and activities which foster community involvement and community cohesion for all citizens, recognizing that it is important for good health outcomes that people feel connected to both their physical and social environments.

The approach of the ACT Government is based on the principles of independence, participation, care, self-fulfillment and dignity. In meeting the needs of an ageing population, the Government has stated that a priority for action is healthy ageing:

“We will focus on approaches which maximize the fitness and wellness of older people and promote positive and healthy ageing.

In partnership with ... the community ... we will undertake a 'collaboration' on ageing to improve programs and services for older people. “

## ***Draft Woden Town Centre Master Plan***

The March 2003 Draft Woden Town Centre Master Plan acknowledges demographic changes as one of the planning considerations for future development. In relation to the aged it notes that in 2002 the proportion of those 65 years and over was 14.0% and this is expected to reach 18.6% in 2010. Some additional matters raised of relevance to WSCC are:

Inadequate car parking on the western side of the town that is close to community facilities. In particular there are too few disabled and short-term car parks.

Provision of facilities needs to respond to the changing population profile.

Community space needs to support public aspirations for artistic and cultural development.

... (develop) cultural and community facilities in line with changing needs.

Identify opportunities for a future community / arts centre.

Provide a better sense of address and opportunities for expanding Woden Community Service and the Senior Citizens Club by providing kerbside parking on and pedestrian access from Melrose Drive.

## ***ACTPLA Community Consultations***

Community consultations by ACT Planning and Land Authority (ACTPLA) have identified significant deficiencies in the availability of community facilities and spaces for hire to community groups in the Woden area. A preliminary report noted that Woden Community Service (WCS) and the WSCC are conveniently located to each other as well as the Library and Health Centre, but that the WCS has space, parking and access problems. The Woden Community Centre and Woden Youth Centre also have problems with their facilities.

Any improvements to the WSCC building which makes it more suitable for community hire will help alleviate the current shortage of community facilities but, in the longer term, the Government may find it preferable to centralise all the community facilities and services in a single location.

## ***Related Statement***

In June 2003 the Chief Minister placed a submission to the House of Representatives' 'Inquiry into long term strategies to address the ageing of the Australian Population over the next 40 years'. Under the theme of 'Positive and Meaningful Ageing' issues identified were:

Many older people are discouraged from remaining active and continuing their contribution to family and community life.

Recreation programs need to be targeted to the needs of older people.

## ***ACT Liberal Party Platform***

The ACT Liberals have advised that the statement below is the Liberal Party's basic seniors' policy platform. This is not a detailed outline of Party's policies, which are currently being prepared and will be released in stages throughout the course of 2004.



“We believe that seniors should be afforded every opportunity to live with dignity, independence and security.

The Canberra Liberals value the contribution of seniors and our goal is for the seniors of the ACT to be active members of the community.

We achieve this by:

- ⊙ ensuring the development and maintenance of good support networks and services, such as to allow people to remain in their homes and neighbourhoods as long as practical;
- ⊙ ensuring there are minimal legislative and administrative impediments to older people living the lives they want to lead, in situations of their own choosing;
- ⊙ facilitating the development of appropriate housing or aged care accommodation for those unable or becoming unable to fully maintain their independence;
- ⊙ educating the community on the valuable contribution made by seniors;
- ⊙ encouraging seniors to maintain and enhance their lifestyles through remaining active and by the removal of obstacles to those wanting to continue working and life-long learning for as long as possible.”

The Liberal Party has also prepared a Health and Disabilities policy statement. This includes the objective of implementing a preventative health strategy.

## **Local Government**

In the States, support for senior citizens clubs is the responsibility of local governments. The level of support given is not mandated by State Governments and is therefore decided by each council or shire. Although the support provided by local governments varies, many enhance the valuable service provided by seniors clubs through such arrangements as provision and maintenance of facilities, allocation of specific operational funding and employment of staff to run clubs.

The ACT Government fulfils both a Territory and local government role. WSCC was provided with a club building by the Government in 1980 and has a concessional lease at peppercorn rent. Clubhouse extensions, maintenance, furnishings and club operations are undertaken without Government support.

## **Implications for WSCC**

WSCC provides activities and services, an environment and companionship that fully support the policy aims of the Commonwealth and ACT Governments and the ACT Liberal Party in promoting healthy ageing. The Club also provides facilities for use by community groups and commercial organisations. By implementing the goals and objectives of this strategic plan, the Club can continue to meet community needs and make an enhanced contribution to the social, emotional and physical needs of an increasingly ageing population. The additional demands on the Club will, however, be beyond the financial and management resources of our volunteers. The Club will, therefore, need assistance to fully implement this strategic plan.

## THE CLUB TODAY

The Club owns the lease of a block of 3 070 m<sup>2</sup> on the corner of Melrose Drive and Corinna Street in the Woden Town Centre. It is a prominent and valuable position, appreciated by members for its convenient location to the Woden Town Centre, community facilities and bus interchange. It also has its own parking area. Under current planning arrangements only certain activities are permitted on the site.

The single-storey brick and timber building, comprising an original hall and a significant extension, now covers approximately 500 m<sup>2</sup> and comprises:

- ⊙ two large halls of 120 and 130 m<sup>2</sup>,
- ⊙ a single meeting room of about 20 m<sup>2</sup>,
- ⊙ a kitchen and eating area,
- ⊙ toilets and storage areas,
- ⊙ a small group of connected office spaces, and
- ⊙ a former verandah which now forms a narrow space for informal activities between the halls.

Although the Club generally provides a suitable venue for its current functions, there are a number of significant inadequacies in the design and layout. These will be of increasing inconvenience as membership grows.

The Club provides a venue for:

- ⊙ Activities organised by the members.
- ⊙ Activities run by the University of the Third Age (requiring membership of both organisations).
- ⊙ Activities run by individuals who are paid directly by participants.
- ⊙ Organisations seeking meeting areas for which they pay a rental.
- ⊙ Club-wide special activities such as concerts or luncheons.



*Project Advisory Group*

The Club activities cover a wide range from the physical (table tennis, dancing and Tai chi) to the cultural (choir, recorder, painting). All provide, in addition, a means of social contact. Members may also meet for social contact over tea or coffee. Through these activities the Club is making a significant contribution to healthy ageing.

The Club is run by a committee with designated responsibilities for the President, Vice-President, Secretary, Treasurer and Public Officer. It also employs a part-time administrative officer. At present, a disproportionate workload, which cannot be maintained in the long term, falls on the President and the administrative officer. The administrative facilities also need an update.

Membership is currently 600 of whom just over 70% are females and half are aged over 70. The geographical origin of members is Woden 36%, Weston Creek 19%, Tuggeranong 19%, South Canberra 11%, Belconnen/Gungahlin 6%, North Canberra 6% and Queanbeyan and other areas 3%.

The members have expressed general satisfaction with their Club but there are some very unsatisfactory aspects to the current facilities and to their general layout. Members would also like to see some additional services, such as bus trips, and more members in the younger age groups.

The Club had an income of about \$100 000 last financial year with only a very small surplus. This surplus is inadequate for major renovation or for hiring more paid staff. Rental of surplus space to community groups contributes significantly to income, but this would decrease if increasing membership reduced the available space and time for rentals.



*The Committee*

# VISION

This strategic plan is a guide. It provides a structured approach to planning for the future development of the Club in response to changing circumstances. This approach takes account of the changing environment in which the Club will exist during the next decade when the Club wishes to achieve:

An expanded membership reflecting the changing demographic mix in the surrounding area.

An active community outreach program for members and friends.

Facilities tailored to the needs of the Club.

Effective volunteer and professional management arrangements supported by appropriate office systems and equipment.

An expanded range of activities to meet members' needs.

Partnership arrangements to complement the activities of the Club.

A sustainable and adequate income stream.

The **Vision** succinctly expresses these possibilities and describes the Club as the members want it to be seen by themselves and the community. It encapsulates their aspirations for the Club:

**The community will see the Club as an important contributor to the healthy ageing of the over-fifties through its provision of stimulating physical, creative and intellectual activities; a welcoming, socially-comfortable and supportive environment; and efficient organisational arrangements. In particular, it will be recognised as a dynamic organisation responding to and representing the needs of its members.**



*Recorder Orchestra*

# VALUES

The Values of the Club are those principles that members believe should guide the Club in its day-to-day activities and in its longer-term planning. The Club expresses its key values by:

**Being open and welcoming** – to all persons over 50 years of age, from all backgrounds, as members.

**Promoting self-help and mutual assistance** – recognising the essential role of volunteers in supporting the Club and other community bodies.

**Encouraging healthy ageing** – through appropriate physical, mental and creative activities suited to all capability levels.

**Building strong social relationships** – in a safe, accessible, comfortable and friendly environment that supports their development.

**Providing professional and responsive management** – appropriate to meeting the needs of its members and the community.

**Being a good community member** – in representing the needs of its own members and also seeking to assist where needed in the community.



*Table Tennis*



*Choir*



*Water Colour Painting*

## **PURPOSE**

The Purpose of the Club summarises the principal roles that members see the Club performing.

**The Purpose of the Club is to:**

**Provide facilities and a range of activities that meet the interests of members and contribute to a physically and mentally active retirement for the over-50s.**

**Provide a welcoming and comfortable environment to aid the development of friendships and social interaction.**

**Provide emotional and social support to members in conjunction with professional support provided by Woden Community Services.**

**Through group or Club activities contribute to the broader community.**

**Provide a community voice that represents the broad views and needs of members.**



*Ballroom Dancing*

## KEY ISSUES

The members' views, the background studies and the strategic planning workshop have together clarified the external and internal factors the Club will need to deal with in determining its future. While the Vision, Values and Purpose express those matters that members see as important, it is necessary to turn these into concrete Goals and Objectives for the future. How the Club responds and the level of external support it receives will determine how it develops over the next 10 years.

A number of important conclusions can be made about how the Club may need to respond in the future:

1. The Club's membership base is likely to grow over time as a result of the increasing numbers in the 50-plus age group in Woden-Weston and nearby areas. Based on natural population growth of the aged, the membership could increase by 50% in 10 years with growth particularly in of the 60 to 70 year old group. With active publicity and recruiting, membership numbers would probably double in the same period. If the Club cannot meet this demand, then other seniors' groups, facilities and services will need to be established in the area. How the Club meets this growth in demand is a key question that must be addressed in the Club's continuing planning process.
2. The Club will be challenged in achieving this growth by a number of issues, including the:
  - ⊙ need to promote and market the Club more effectively;
  - ⊙ impact of greater numbers of members on the highly valued friendly atmosphere, informality and ambience of the current premises;
  - ⊙ possibility of limitations on the admission of new members in order to avoid Club facilities becoming so overstretched that some members prefer to stay at home or to go elsewhere.
  - ⊙ possibility of more members with wider or less compatible interests having to mix together;
  - ⊙ potential disruption of any redevelopment;
  - ⊙ increased managerial and organisational workload for an already stretched management; and
  - ⊙ increased pressure on the Club's premises associated with current inadequacies.
3. The Club needs a development plan for renovation and/or redevelopment of the premises and the site to provide for expected increases in numbers, resolve current building inadequacies, meet the expectation of members for certain new amenities and fit in with local community needs. The key issues in this are the:
  - ⊙ need to identify a development plan and timeframe that integrates both the short-term renovation needs of the premises with the longer-term redevelopment needs;
  - ⊙ identification and development of a clear user-needs specification for re-development of the Club, based on higher numbers of members participating in a wider range of activities;
  - ⊙ consideration of whether to stay on the current site, with some limitations

- in space, or seek to move to a new site, if one can be found;
  - ⊙ identification of appropriate external support for any major redevelopment, whether from government, the private sector or other sources, and the agreement by the Club to the basis of this support; and
  - ⊙ negotiation with the ACT Government on any change of use for the site, if this is considered necessary.
- 4. It is emphasised that significant redevelopment of the facilities cannot occur without external funding from government or other sources. This will be further explored during the facilities' development process.
- 5. As the Club is likely to be engaged in this strategic planning process for some time and in possible renovations and redevelopment work over the next five years, it is important that the Club puts in place an on-going governance and management structure and appropriate processes to support this increased workload and complexity. The Club will have to draw more extensively on the expertise of existing members, or employ more paid staff, or seek external supporters and advisors. Funding additional paid staff will require external funding or new sources of income.

## **CLUB STRATEGY AND DEVELOPMENT OPTIONS**

### ***Club Strategy***

The Club's strategy is reflected in its Vision, Values and Purpose and is further defined in the following statements:

- ⊙ The Club sees itself as a major contributor in meeting the healthy ageing needs of the over-50s in the southern Canberra area for the foreseeable future. In doing this it accepts that it may need to grow its membership by up to 100% over the next 10 years in parallel with the demographic growth in the number of over 50s in the area. It does not seek to be the only provider or contributor in meeting these needs.
- ⊙ The Club will make its key contribution by facilitating and hosting an expanding range of activities and services in a unique atmosphere of friendliness, informality and mutual support so that all members feel 'at home in their club'.
- ⊙ The Club will not compete against well-established larger clubs and organisations by seeking an alcohol licence, introducing gambling activities or providing large-scale catering facilities. The Club seeks to be known and respected in the community for its friendly, informal and supportive style .
- ⊙ The Club does not seek to organise and provide all activities itself. Instead, it sees itself as providing flexible spaces and appropriate facilities for members and external groups willing to organise and run activities wanted by members.
- ⊙ The Club accepts that, in adopting these strategies, it may need to place a limit on the size of Club membership so as not to damage the atmosphere and style the members want. However, the Club may, in the future, expand by development or involvement in other premises in



other locations or promote the formation of similar clubs. This may be in conjunction with compatible and complementary long-term partners.

- ⊙ The Club understands that the majority of its members prefer to attend activities held during daytime hours Monday to Friday. Therefore, the Club needs to optimise the use of its facilities by renting unused space to external hirers in the community (i.e. mostly evenings and weekends). Providing facilities to external hirers will continue to be a vital source of income, as well as a key contribution of the Club to the local community. Meeting the needs of external hirers must be managed well in relation to the use of the Club by members.
- ⊙ In developing the Club along these lines, on its present site or elsewhere, the Club must seek external sponsors or partners who can contribute resources, especially for development of facilities. It sees the ACT Government and private sector organisations as prime sponsors or partners in the future development of the Club. There is widespread support and precedent for government support of healthy ageing programs in the community around Australia and an awareness that the community benefits from these programs.

### ***Development Options***

The Club will need to decide on two interrelated issues that will have a significant impact on the character of the Club in the future in deciding on its facilities development options. These are:

- ⊙ the expected growth in membership over time, and
- ⊙ the nature of the facilities that will need to be provided for the members.

The Club welcomes the potential for substantial growth in membership and will plan on this basis. A decision on the facilities is complicated by the need for external funding and the position that may be taken by government or the private sector to participation in redevelopment.

The Club has decided that it should plan for the next 10 years on a minimum membership of 900 with potential to expand to 1 300. Accordingly, it will need improved facilities to cater for the increased number of members and activities. In the short term, minor improvements will be undertaken (Option 1) to improve the current amenity. Concurrently, planning will proceed on the basis that either Option 2 or Option 3 will be achieved. The course chosen will, however, depend on the response of Government and / or the private sector to partnering with WSCC in this redevelopment. Regardless, the other practical measures detailed in the Goals and Objectives will be undertaken.

### ***Option 1 –Minor improvements***

This option would see the Club remaining substantially as it is now but with minor improvements, such as a redecoration and refurnishing program with some work to the kitchen. These improvements could be funded from Club reserves.

While this would leave the fabric of the building intact, it would improve the general amenity of the Club for members. The current building and facilities could cater for greater membership by more intensive use of the building through programming and larger activity groups. Nevertheless, it does not correct existing occupational health and safety problems nor meet members' requirements for better internal access and improved kitchen, toilets and sitting areas; nor does it provide more appropriate-sized rooms for the

smaller activities. The greater numbers trying to participate in activities are also likely to cause dissatisfaction and loss of amenity. It could also contribute to a relative reduction in rental income as external hirers are unable to access certain spaces and times.

### ***Option 2 – Redevelop existing building***

Option 2 would retain the current building but correct many existing problems and provide a greater range of activity spaces. This option would need to be financed by a Government grant or other benefactor.

The approach would probably retain the two main activity spaces but redevelop around them to meet office, toilet, catering and internal access shortfalls. It could also provide a range of spaces to cater for smaller-group activities thus releasing the main spaces for additional large-group activities. It could also integrate the interior with the exterior through landscaping to provide external sitting and socialising areas.

A redevelopment of this nature could enable a significant expansion of membership while maintaining the Club's amenity and providing the additional facilities that Club members have identified. An expansion in membership to between 1 000 to 1 300 members may be possible under this option, and meet all the requirements of current members. The main limitation would be on the number of members who could take part at any one time in those activities requiring large spaces, such as table tennis or carpet bowls. Compromises in design would be necessary because of the existing layout of the building, and so some problems may continue.

Given the demographic forecasts, this option would meet much of the natural growth of the Club for the next 10 years unless the Club, or the Government, launched a major drive to encourage more active participation by the 50-plus population in a Healthy Ageing program.

### ***Option 3 – Complete redevelopment***

Complete redevelopment could be undertaken either solely for the Club or as part of a major community centre. It would require the project to be funded either by the Government or by a developer.

If the Government funded a major centre, this would presumably be designed to meet the demographic requirement for perhaps the next 20 years and would provide facilities that could be used by other parts of the community. If a large part of the new development was for other community activities (i.e. a community centre) then the Government could run such a centre and relieve the Club of many administrative concerns. While this could have major advantages, it may also mean that the Club would lose the more intimate atmosphere that makes it attractive to many members.

A redevelopment in conjunction with a commercial developer would provide the Club with a new facility, but whether it would be larger than the existing would depend upon a cost study by a developer, who would have to be able to build and sell sufficient facilities on the site to pay for the rebuild of facilities for the Club. It could also mean that the Club would lose the leasehold to the site and could become a minority member of the body corporate. It may also be necessary to move the Club to a less advantageous position to enable the developer to incorporate more valuable facilities than those permitted by zoning on the present site. This option would not be cost-free as the Club would need to hire legal and professional representation to look after its contractual and building interests. Any proposals to change the ownership or purpose of the present lease would have to be approved by the ACT Government.

# WSCC GOALS AND OBJECTIVES

The Goals and Objectives set out broad targets for the Club. The target dates have been set bearing in mind that most of the work associated with their implementation will be carried out or managed by Club members in a voluntary capacity. It may be that some can be achieved in a shorter time frame.

Separate action plans have been prepared for each Objective. These provide in greater detail the various tasks involved in reaching each Objective, and clarify management responsibilities as well as authority for approvals on behalf of the Club.

## Goal 1 – Activities and Services

***Provide, develop and maintain a range of activities and services that support and appeal to the social and lifestyle needs of people eligible to be members of the Club.***

We will do this by ensuring that we continue to understand members' needs and so provide a range of activities and services to satisfy current interests as well as new requirements as they arise. As we may not be able to do this alone we will seek to work with compatible organisations where this is appropriate. This process will take particular account of members' needs in respect to healthy-ageing principles.

No.	Objective	Target
1	Undertake annual surveys of members to identify their needs for activities and services.	Annually at membership renewal
2	Identify, find or develop new services and activities that continue to match members needs and interests and those of prospective new members.	By December annually
3	Investigate potential for partnership arrangements for conduct of activities and provision of services to members.	By June annually
4	Develop and allocate responsibilities for members of activity groups (such as information flow, fees, communication, scheduling, publicity)	May 2004
5	Explore opportunities to provide computer and Internet facilities for members and associated training.	August 2004

## Goal 2 – Membership

**Attract and maintain a membership that reflects the demographic composition of the Club's primary catchment area and grows at the rate of 5% to 10% per year consistent with the Club's facilities and management capabilities.**

We will do this by undertaking a more deliberate approach to publicising the Club to potential members, particularly among younger retirees. We will also become more supportive of Club members who might need physical assistance or general support in maintaining their involvement with the Club. The selection of activities will also take account of the interests and needs of all different age and interest groups.

No.	Objective	Target
6	Review Club name (including new logo and stationery) with a view to attracting more 50-70 year-olds.	June 2004
7	Develop Club website.	August 2004
8	Develop annual campaigns to promote membership, activities and services and to raise Club profile.	October annually
9	Review Club membership application form to collect statistical information so as to identify membership profile changes.	June 2004
10	Establish arrangements for assisting members to access the Club and by arrangements to visit the sick and infirm.	February 2005



*Workshop*

## Goal 3 –Facilities

***Identify, plan for and develop Club facilities that are effective in meeting members' expectations and needs, and the growth in member numbers over the next decade.***

The long-term expectation with this goal is that membership will grow significantly to 900 with possible expansion to 1 300 members in the next 10 years or so. The exact growth rate can only be projected and may vary in reality.

This is the most complex of the goals to implement. Redevelopment could have short-term effects on use of facilities and therefore cause some disruption to activities. Furthermore, significant investigation and consultation with other organisations will be required in order to identify the best way to proceed. We may need to undertake some partnership arrangements. Although the need for facility improvements has been clearly identified as a requirement by members, we can continue to exist for some time with the current arrangements. Hence, we will implement this goal in a consultative and logical manner by considering both short and long-term improvements.

No.	Objective	Target
11	Develop user requirement to meet likely facilities needs to 2014.	March 2004
12	Provide furnishing and decor improvements for current facilities to improve usability and presentation.	September 2004
13	Develop a case for provision by the ACT Government of funding for facilities development. Alternatively, investigate redevelopment with a private developer.	July 2004
14	Undertake major redevelopment of existing facilities in accordance with agreed development plans.	December 2006
15	Undertake progressively limited facility improvements in relation to entrance foyer, office space, kitchen, toilets, security, soundproofing and internal access. (Subject to decision on redevelopment at Objective 14.	December 2005



*Workshop*

## Goal 4 – Management, Governance and Financial Management

***Develop and maintain effective and responsible management, governance and financial management arrangements tailored to workload demands, business efficiency and the support needs of the Club in implementing its strategic plan as agreed and amended from time to time***

We will do this by ensuring that the Club has appropriate resources (people, equipment, systems) to enable it to operate in an efficient manner appropriate to a dynamic volunteer organisation. We will also need to ensure that the Club's governing arrangements are appropriate to the future we have charted in this strategic plan.

No.	Objective	Target
16	Draft relevant changes to the Club's constitution for approval at AGM.	September 2004
17.	Review current governance and management arrangements for the Club.	June 2004
18	Evaluate and upgrade financial management arrangements (considering software systems, volunteer workload, professional services, investments).	December 2004
19	Upgrade office machines and computer hardware.	December 2004 and annually thereafter
20	Annually review projected expenditures and income sources in parallel with the implementation of the Club's Strategic Plan and develop a 2-year financial budget for Board of Management approval.	July 2004 and annually thereafter
21	Examine options for employees or contractors to provide support services to members and to manage facility bookings.	December 2004
22	Development, maintain and enhance a culture in the Club that reflects the Club's Vision and Values of expressing an open, welcoming, supportive and cooperative spirit.	Following election of committees
23	Implement a risk management plan for the Club.	December 2004
24	Present an account of the actions taken to implement the Goals and Objectives of the Strategic Plan.	Annually at AGM

# IMPLEMENTING AND MAINTAINING THE PLAN

This strategic plan represents a consensus on the Club's current situation, the environment in which it operates, the opportunities and challenges it faces and the future that members would like to move towards over the next five to 10 years. It represents the end result of a lengthy and comprehensive process of investigation, consultation, discussion and agreement by the Club's Committee of Management, members, advisors, supporters and consultants.

The most important outcome of the process is not this document, but the understanding and consensus achieved by all involved. This understanding is the foundation for implementing and managing the tasks it has set itself over the next few years.

The Club now faces two key tasks:

- ⦿ **Implementing the strategic plan** – it will be helped in this by a more detailed set of action plans that have been prepared as part of the strategic planning project. However, the ongoing implementation task is the responsibility of the President and the Committee of Management, something they have not previously had to do.
- ⦿ **Maintaining and revising the strategic plan over time** – this task reflects the reality that the strategic plan will increasingly become dated, at least in part, and will need review on a regular basis as developments occur that affect the Club. This means that the Club needs to find a way to manage and continue the strategic planning process on an annual basis so the plan is kept up-to-date and relevant.

Both these tasks are important management responsibilities of the Club's elected officer bearers. They need to find a way to do this that suits the resources and circumstances of the Club in future years. By doing this they will place the Club's management and development on a more professional footing.

## CANBERRA COMMUNITY FOUNDATION BACKGROUND AND TERMS OF REFERENCE

At the end of 2002, the Club put a submission to the ACT Chief Minister's Department for a grant from the Canberra Community Foundation for a strategic planning project as follows:

To research and develop a comprehensive 10-year plan for the social and physical development of the Woden Senior Citizens Club as a self-sufficient broadly based, socially responsive community service.

The project is planned within the demographic projections for the ACT (and in particular Woden and Weston Creek) for the next ten years and the new Woden Town Centre Master Plan.

We believe that this study will not only assist the Woden Senior Citizens Club, but also will be a valuable blueprint for other community organisations.

The Club was successful in receiving a grant for development of this strategic plan – a process that took almost a year.

# NOTES