

BUSSELTON SENIOR CITIZENS CENTRE INC

STRATEGIC PATHWAY

2026 - 2030



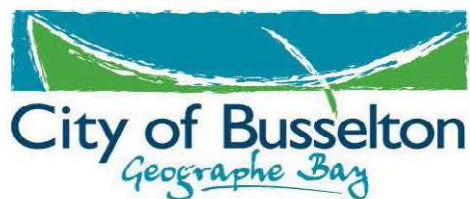
Busselton Senior Citizens Centre

Helping Seniors live their best lives

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Our Strategic Pathway

The Busselton Senior Citizen's Centre Inc. (BSCC) offers this plan to its members, partners and stakeholders as the strategic pathway direction for the Centre for the next five years. The Board of the BSCC has led the review, consultation and update of the previous plan, *Strategic Directions 2023-25*, taking all input into consideration. In particular, an online survey and three focus group sessions provided the basis for this Strategic Pathway 2026–2030

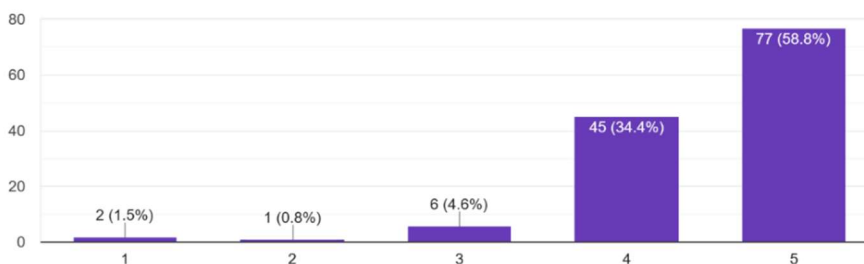
For the review and update of the BSCC Strategic Pathway 2026-2030, the survey results at Appendix 1:

- Gives us feedback from the measures used in Strategic Directions 2023-2025, the previous strategic document.
- Offer insights into Centre users' attitudes and opinions.
- Helps to reset the future direction of the BSCC to guide decision making and investment.

A total of 131 responses were received, which is around 18% of the current membership, volunteers and staff. While this is generally considered a below-average response rate, for the purpose of this survey, as input into the review of the strategic pathway, it is deemed as an appropriate level to take results into consideration. Coupled with Board, Staff and Members/Volunteers focus groups, the results offer sound data into the review and update.

19. 1. Overall what is your level of satisfaction with BSCC – 5=Excellent – 4=Good – 3=Neutral 2= Satisfactory – 1=Needs improvement?

131 responses



Longer lives are one of humanity's greatest achievements. However, we don't just want to add years to our lives. We also want to enjoy good health and well-being in later life.

Attending the various activities available at the centre provides physical social and mental health benefits beyond measure. While the fabric of society is fraying apart

This Strategic Pathway 2026-2030 is presented for the next five years of service to members, modernisation, sustainability and leadership in the older person's cohort in the Busselton community.

The BSCC is particularly interested in promoting the resilience and vitality inherent in the Seniors cohort and the benefits of approaching this phase of life in a positive and holistic way, tending to the overall wellbeing of the individual.

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The BSCC acknowledges its key sponsor, the City of Busselton (The City), for its foresight in 1980 in helping establish the BSCC, and for continuing to support and guide the directions of the Centre.

The BSCC helps The City achieve some of its key strategic objectives in its corporate and community plans in providing the range of services to the older people of the district.

The background to the BSCC and the Centre, the connection to state and local strategic directions and the review of the previous plan is outlined in the Context section and Appendices.

The Board presents this Strategic Pathway 2026-2030 to guide the management, maintenance, upgrades, modernisation and continuing services for the Senior's sector of the Busselton district into the future.

PILLARS OF HEALTHY AGEING
Research shows that it's never just one thing that leads to a long, healthy life. It's the synergy of factors: strong community ties (social pillar), constant natural movement (physical pillar), a sense of purpose (purpose pillar), and a healthy diet. By adopting a pillar-based strategy, you're not just chasing a quick fix; you're building a resilient system that can better withstand the challenges of time.



Who We Are

The Busselton Senior Citizens Centre (BSCC) is a vibrant and dynamic association of close to 1000 members serving the City of Busselton Seniors cohort.

The BSCC has evolved since establishing in 1980 and aims to provide a safe and friendly community hub for seniors to meet their social, activity and wellbeing goals.

Members can participate in a wide range of regular, social and physical recreational activities including Indoor bowls, Qigong, Yoga, Table Tennis, Gym exercise classes, Yogalates, Zumba, Line Dancing, Tai Chi, Art, Scrabble, Mahjong, Bridge, Euchre, Canasta, Bingo. Some of the activities are run by professional instructors and some are coordinated by volunteers. These classes are scheduled weekly or twice weekly, and many are very full in the hall spaces.

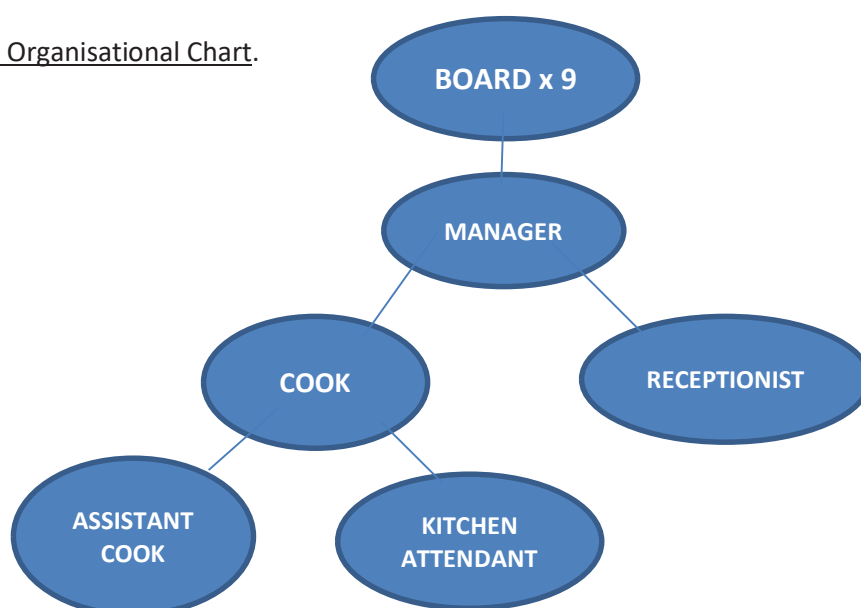
BSCC is a registered not-for-profit incorporated Association with a small annual membership fee that encourages members to meet new friends, keep fit, socialise and improve physical and cognitive skills. Members pay a nominal fee for activities and visitors pay a slightly higher fee.

Based conveniently within the city centre, the BSCC also has its own restaurant, Café 55, open five days per week and which provides a base for Meals on Wheels through Belong at Home. Additional providers such as hairdressing, beauty therapy and BusNet rent rooms and provide regular services. Community groups also regularly hire the hall facilities as well as seasonal hirers for specific one-off events.

The BSCC is managed and operated by a Board of Management consisting of 9 volunteer members with responsibility for strategic direction and decision making as well as budgetary planning, overseeing policy and procedures, operational management directives, the appointment of the full-time Manager and the employment of 4 other staff. The Centre Manager provides day-to-day running and support of the BSCC. A part-time receptionist supports daily operations. The kitchen is staffed by a full time Cook and 2 part-time kitchen attendants.

Future population projections show that the proportion of older adults and seniors in Busselton is around 7% higher than in other parts of Western Australia (City of Busselton Council Plan 2024–34). The City's Community Development Plan recognises the BSCC as a key resource for achieving its strategic objectives. BSCC's future planning and management will consider the need for facilities that support this growth while continuing to operate sustainably and meet the needs of members and the wider community.

BSCC Organisational Chart.



OUR VISION

We are a highly valued and vital community base for healthy ageing through connection, activities and a sense of belonging.

OUR MISSION

- We support, inform and encourage participation in active and healthy ageing in the Busselton and Districts community.
- We offer affordable weekly scheduled activities and healthy affordable meals within our Café 55 restaurant and through Meals on Wheels.
- Our community facilities are managed to meet the demand for future growth in the older person's cohort and shared with other community groups.

OUR VALUES

We hold values that are the foundation of our culture of support for healthy ageing. We are:



Welcoming:

Our relaxed and friendly environment welcomes our members and friends.



Respectful:

We treat others with dignity, fairness and kindness, appreciating all contributions.



Inclusive:

We embrace harmony, diversity and cooperation to achieve our collective goals of healthy ageing.



Connected:

Belonging, trust and collaboration align us to each other, our partners and the wider community.



OUR CHALLENGES & OPPORTUNITIES

A challenge common to many Senior's groups and Centres is in attracting and catering for the younger sector of the cohort aged 55-65, who with positive ageing may not necessarily feel ready to identify as "Senior"

This strategic plan aims to shift the emphasis toward a dynamic, vital and attractive approach to the venue, activities, services, and cuisine as part of the ongoing rejuvenation of the Centre. Rejuvenating the outward appearance of the Centre as a contemporary community space to showcase a Waterwise garden, update the exterior with an artistic and relevant mural to the younger and elder Seniors, and capitalising on potential of the Café 55 experience both in-house and through Meals on Wheels all build on the vitality already available within the activities schedule.

Increasing costs to run the Centre are part of the experience of the Not-for-Profit community sector. BSCC is dependent on the symbiotic relationship with the City of Busselton as the key sponsor, where BSCC delivers on key elements of the Council Plan and the Community Development Plan.

The Board of the BSCC is very cognisant of the need to maintain and build upon the financial sustainability of the Centre through making sure that the potential of the assets are fully realised.

BSCC highly values its relationship with the City of Busselton and, as a major stakeholder, aims to support the City's objectives for seniors across the Busselton district. The BSCC is also committed to future growth and modernisation build on the sustainability of this valued community asset, and to continue to meet these shared objectives.

The safety of staff and volunteers is paramount to the BSCC Board and protecting safety of staff and volunteers is a priority project in upgrading the safety structures.

Occupational Health and Safety issues for staff and volunteers arise through the Kitchen logistics and constraints during large dining events, as well as limiting the potential commercial options of the kitchen. Front reception also requires a safety upgrade for staff handling money from potential threatening behaviours.

Large dining events (~150 people) have proven to be very popular with Members of the BSCC, both with member events and through associated groups. During events, workflow is challenged by overcrowding at the sink and dishwasher, which limits what we can do and for how many.

The layout and extensions of the kitchen were not carried out through the 2018-2020 upgrade of the Centre.

Plans were previously prepared to modernise and expand the kitchen by adding workstations and dishwasher facilities, making better use of this area of the building. This project remains an important near-term priority for the Centre's ongoing success.

STRATEGIC PILLARS

Four main pillars underpin the key strategies and actions to achieve the Vision and Mission of the BSCC:

1. Maintain and Service our Membership

- 1.1 To maintain membership at sustainable levels, with members wellbeing as priority for activities and services.
- 1.2 To plan for and manage the age-friendly community asset to meet the needs of the members and community.

2. Stay Connected and Linked

- 2.1 Maintain a high profile as a dynamic community service in the Busselton and Districts community.
- 2.2 Continue to partner and collaborate with key sponsors, partners and allied groups to deliver successful services.

3. Value our Volunteers

- 3.1. Provide a supportive and safe environment that attracts and recognises volunteer contributions.
- 3.2. Offer a range of volunteer opportunities to encourage participation in service delivery, events and activities based on skill sets.

4. Lead Strongly

- 4.1 Continue to use sound management to deliver for the future sustainability of the association for members, the community and partners.
- 4.2 Advocate on behalf of members for government support of the Seniors cohort.
- 4.3 Report and maintain transparency of management to members and partners.



1. Maintain & Service Our Membership

What will we do?

- 1.1 Maintain membership at sustainable levels to ensure members' needs can be met for activities and services.
- 1.2 Plan proactively to respond to the changing needs of members and the wider community over time.
- 1.3 Address gender and age-cohort imbalance through invitational events.
- 1.4 Modernise the Café and address the OH&S issues for event management.
- 1.5 Continue to deliver Meals on Wheels in partnership with Aged Care Service providers.
- 1.6 Plan to manage for future growth of the seniors' cohort in Busselton and Districts, including facilities and Meals on Wheels services.
- 1.7 Promote and implement the commercial use of the kitchen and dining facilities to other groups and/or businesses.
- 1.8 Plan for potential growth of the Meals on Wheels service, including direct delivery by the Centre.
- 1.9 Continue hiring the venue after hours and over weekends by external businesses and organisations.

2. Stay Connected and Linked

What will we do?

- 2.1 Maintain a high profile, utilising Newsletters, Social Media postings, keeping the website updated as well as advertising in the local newspapers.
- 2.2 Encourage key stakeholder input and involvement through invitations, presentations and networking.
- 2.3 Ongoing City of Busselton connections through Community Development and promotions utilising the City of Busselton's resources.
- 2.4 Link to other Seniors groups through Manager's network. Develop and promote policy for reciprocal visiting arrangements.
- 2.5 Regularly interact with Aged Care service providers to continue and expand the Meals on Wheels service including scoping the potential of the BSCC directly delivering the meals.



3. Value our Volunteers

What will we do?

- 2.1 Develop and action a volunteer induction package that includes membership incentives and relevant OHS information.
- 2.2 Maintain a register of volunteers' skill sets and interests to promote volunteer project opportunities.
- 2.3 Implement Volunteer of the Month and Year awards based on clear criteria.
- 2.4 Schedule half-yearly volunteer celebration events and encourage participation.
- 2.5 Promote volunteer opportunities through local networks and social media regularly.

4. Lead Strongly

What will we do?

- 4.1 This Strategic Pathway 2026–2030 is used to guide and inform strategic decision making, future planning and support the operational delivery through the associated Business Plan.
- 4.2 Ensure compliance with Constitution, relevant legislation and funding agreements.
- 4.3 Annual reporting to the City of Busselton and other funding partners including strategic business performance.
- 4.4 Board's accountability and reporting to members and stakeholders annually at the AGM with presentation of the Association's yearly performance.
- 4.5 Undertake advocacy for seniors at local, state and federal level through links to Department of Community Services.
- 4.6 Continue with an annual review and future planning to enable management to deliver sustainability of the membership and facilities.
- 4.7 Update Association Policy Manual and promote among members, group leaders and instructors.



MEASURES OF SUCCESS

The success of this Strategic Pathway 2026 - 2030 will include:

- An annual membership survey to address performance, satisfaction levels, challenges and opportunities against strategic and business plans.
- Performance and financial reporting annually to members at the AGM and through newsletter.
- Data increases in membership and volunteer numbers, hall usage, restaurant usage, promotions (including social media posts, newspaper articles, website hits)



SENIORS AIN'T SENIORS

With greater focus on positive ageing, health and wellbeing, younger older adults aged 55–60 often do not identify as “seniors”. The traditional term “senior” and the name “Senior Citizens Centre” may discourage some younger people from joining.

Offering activities that appeal to this age group and using more contemporary language, such as “age friendly” and “older adult”, may help attract the next generation of BSCC members.

EXPANDING OUR HORIZONS



The BSCC needs to look within their current membership and expand their horizons to the next generation of members to promote the many benefits on offer to ensure long-term sustainability.

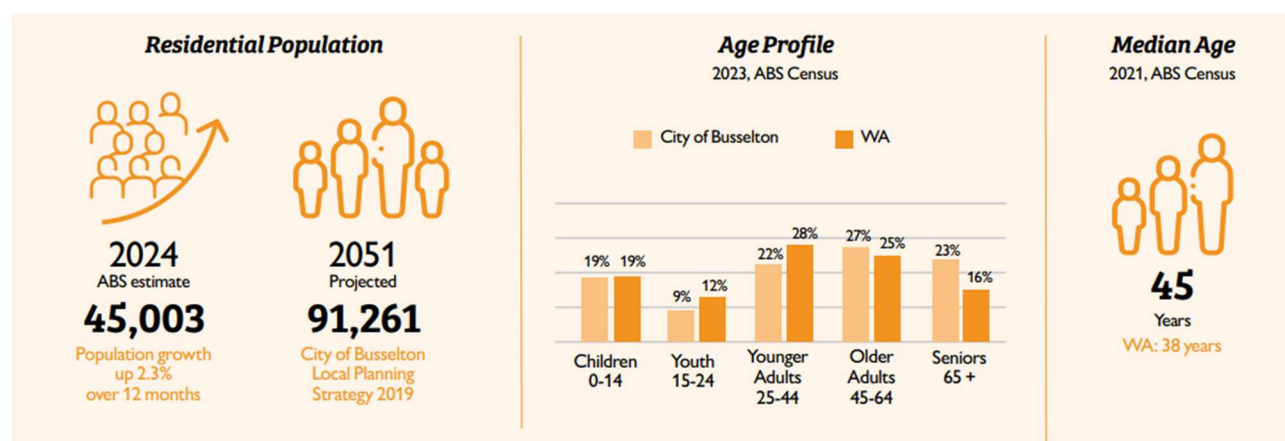


BUSSELTON OVERVIEW

The City of Busselton is widely recognised for its beaches, relaxed lifestyle and appeal as a holiday destination. Covering approximately 1,500 km², it has a population of just over 45,000 and is projected to reach 91,000 by 2051.

The City of Busselton is the fastest-growing regional city in Western Australia and one of the fastest-growing local government areas in Australia.

Population growth is occurring not only in Busselton township but across the wider Leeuwin-Naturaliste sub-region, including Dunsborough, Vasse and Margaret River.



This projected population growth presents significant opportunities for the BSCC to expand its services and support through careful planning, helping meet the needs of those who will make the City of Busselton their home.

CONTEXT

The BSCC Board of Management undertook in early 2026 to review the existing *Strategic Directions 2023-25* to update and provide a forward-looking plan for the Association and the Centre. The review was undertaken in-house and confirmed with the City of Busselton as the major sponsor.

The Board managed an online survey based on the measures from *Strategic Directions 2023-25* (results at Appendix 1) sent out to all members and volunteers as the main review mechanism.

Focus groups with the BSCC Board, Staff and Volunteers rounded out the consultation and provided insight into performance, challenges and opportunities, all of which informed the development of this strategy and the future planning.

REFERENCES

City of Busselton Council Plan 2024-34

City of Busselton Strategic Community Plan 2021-31

City of Busselton Community Development Plan 2022-27

Busselton Senior Citizens Centre Strategic Directions 2023-25