

Westcoast Community Centre
Plan for the Future

January 2027 - December 2029

Table of Contents

Contents

Introduction 3
Background 4
Vision – Mission – Values – Objectives 5
Objectives 5
Three Year Strategic Plan 2027-2029 6
1. Volunteer/Relationship Management: 6
2. Programmes: 6
3. Finance: 7
4. Internal WCC Process: 7
Implementation of the Strategic Plan for the Future 8
Appendices 11
SOAR Analysis Results 12
SOAR Analysis Results (cont.) 13
Value Proposition – What Makes WCC Special 16
Focus Group Attendees 17

Introduction

The **Westcoast Community Centre (WCC) Strategic Plan 2027-29** encapsulates the results of an in-depth consultation process. The foundation for this document was a review of the previous strategic plan (2022), and input from key stakeholders - including members, volunteers, committee members and representatives from the local councils and the library.

A Strategic Plan Focus Group session was held on 30 June 2026, with members and other stakeholders invited to contribute their thoughts and suggestions for the 3 - 5 years ahead. This change in approach, compared to previous strategic planning reviews, was aimed both at inclusivity and encouraging a broader range of people to offer their thoughts and ideas for future success.

The Focus Group worked through a series of key questions, devised by the Management Committee (MC). These focused on the core strengths of WCC, as well as aspirational and practical goal setting. All data gathered at this session was collated and categorised before being sent out to the group for their general interest.

That data also formed the basis of the SOAR analysis (Strength, Opportunities, Aspirations, Goals) subsequently undertaken by the MC and workshopped at a follow-up session on 30 July.

At this session, the MC discussed the changes to the operational landscape over the past three years, including more competition for resources, changes to demographics, reduced membership numbers and the need to remain up to date with changes in technology, as well as compliance with legislative and reporting requirements.

General agreement was reached on how best to utilise WCC's strengths to create opportunities for success. A great deal of discussion went into the implementation of these ideas and on assessing outcomes. A clear vision emerged under the four key theme areas that will help us achieve our goals for 2027-2029.

A final review of the draft document was undertaken on 27 August, at which time deadlines and resources were allocated and details fine-tuned.

I would like to thank the Management Committee and all members and other stakeholders who contributed in some way to this plan. Your input, patience and dedication to ensuring the ongoing viability and success of WCC in our community has been invaluable.

Anne McCrudden
WCC Chairperson
September 2026

Background

Westcoast Community Centre (WCC) was established in 1993 by Carole Crommelin who, on attending a permaculture weekend seminar in South Perth in 1992 with Annie Gregg, felt inspired to pull together a team to develop a local place for learning, friendship, and fun. The venture was a success from the beginning and WCC remains a volunteer driven local community hub.

Since its inception, WCC has worked hard to provide insightful, professionally run and interesting programmes across a range of areas. Located in the community room at The Grove Library Precinct, we continue to produce a wide variety of activities to suit different interest groups, continually striving to ensure that the services we provide to our community are of a high standard. WCC believes it should remain a volunteer led organisation, provide the community with opportunities to give back, and provide purpose and comradery to its members.

The COVID-19 pandemic has had a long-lasting impact on WCC membership registrations and in the number of people attending events. This reduction in revenue, combined with increasing operational costs, in turn resulted in a financial deficit over the past several years. WCC has offset this by drawing down on reserves that had been accrued over time to ensure the Centre could continue to operate even through difficult economic periods, by cutting costs where possible, and by working to promote the programme more comprehensively.

In order to continue to operate, however, and to be successful, the WCC Management Committee has called on the knowledge and expertise of our broader community to come up with a plan of action. These ideas have been fed into the 2027-2029 Strategic Refresh, which has an explicit focus on implementing clearly defined strategies that are meaningful, inspirational and achievable.

Our aim is to remain beneficial to our members, for WCC to raise its community profile and become financially sustainable once again, providing a flexible and dynamic programme of activities aimed at positive ageing.

Vision – Mission – Values – Objectives

Vision
WCC is a welcoming, inclusive, socially-engaged community organisation.

Mission
To provide a range of activities and courses which enable members of the community to participate in meaningful learning and social opportunities.

Values
- Community focussed and responsive
- Lifelong learning
- Collaborative, inclusive and embracing of diversity
- Professional and accountable

Objectives
- To create a facility where individuals may pursue their interests and extend their knowledge to enrich their personal and community lives in a friendly neighbourhood atmosphere.

- To provide a variety of classes and activities for the community to interact, learn, share skills and promote volunteer involvement.

- To provide a focal point for social interaction of all members of the community.

Three Year Strategic Plan 2027-2029

In this January 2027 - December 2029 Strategic Plan Refresh, WCC is challenging itself to do more to encourage the 55+ demographic to engage with the programme opportunities provided, to diversify that programme, amplify our public profile and relationship management, actively seek out funding opportunities and enhance the strong working practices within our Management Committee. The main components of the Plan are:

- Engaging our members and volunteers to continue delivering high quality programmes.
- Managing our relationships to develop opportunities and support.
- Raising awareness of WCC's core business and thus encouraging a broader base to our membership.
- Delivering quality service through efficient and effective internal practices.

WCC will pursue these strategies as follows:

1. Volunteer/Relationship Management: *Coordinate a team of actively involved volunteers to build and maintain a strong, engaged and sustainable volunteer base, whilst developing mutually beneficial relationships with local government, community organisations, businesses and other stakeholders, aimed at ensuring quality service, satisfied volunteers and strong relationships.*

Goal: Work cooperatively with our current and future volunteers to create an environment where their workload and expectations are monitored and matched to their ability, commitment, and other responsibilities. Actively recruit volunteers with a range of skills and experience, providing opportunities for volunteers to become event hosts, programme contributors and future Management Community members.

Ensure that expectations are managed, individuals are welcomed and supported, and that core elements such as social engagement and friendship are maintained and enhanced. With a focus on relationship building, we will also work on building stronger long-term connections with local government, as well as people and businesses within our community.

2. Programmes: *To ensure programmes continue to be of high quality, appealing and stimulating to our audience, and that they include events that appeal to the needs of different groups in the community.*

Goal: Work pro-actively to ensure our programmes offer opportunities to improve the quality of life of members and our community, promote active ageing, influence public perception about what WCC stands for, partner with local organisations and play a leading role in programme service and delivery in the Western Suburbs.

3. Finance: *To build sustainability by producing revenue sufficient to cover expenses and provide reserves for the future.*

Goal: Work proactively to develop and initiate plans to improve our public profile, market new community areas, seek out opportunities to access increased income, and look for opportunities for growth - including building connections with a broader demographic to encourage participation and increased membership.

4. Internal WCC Process: *Ensure WCC manages its governance, operational systems and processes, to protect its viability and financial sustainability*

Goal: Develop strategies to strengthen the capacity of the WCC Management Committee in governance practices, daily operations, succession planning and the development of clear role responsibilities.

Implementation of the Strategic Plan for the Future

Category 1	Volunteer & Relationship Management				
Goal	**Steps needed to achieve goal**	**Priority**			**Responsibility**
		High	Medium	Low	
Volunteer Coordination	• Assign Volunteer Coordinator and update practices to ensure volunteers are supported.	✓			MC
	• Establish clear role description, including duties & reporting structure.	✓			MC
	• Develop a succession plan for this position		✓		MC & Volunteer Coordinator
Volunteer Engagement Mentoring	Work with WCC volunteers to better understand their needs and in order to implement appropriate strategies to grow this group.		✓		Volunteer Coordinator
WCC External Relationships	Build on relationships outside parties, creating opportunities for expansion and visibility in the community.	✓			MC

Category 2	Programmes				
Goal	**Steps needed to achieve goal**	**Priority**			**Responsibility**
		High	Medium	Low	
Programmes	Annual review of programme through feedback from members, including user surveys.	✓			MC, Admin
	Assess events on feedback collected from members.		✓		Hosts, Admin, Planning Committee
	Promote and publicise programmes via networking opportunities, newsletters, eNews, posters, digital media and Councils.	✓			MC, Chair, Publicity Officer, Media

	Utilise current facility to full advantage; expand to other venues where possible to encourage social interaction and learning.	✓			MC, Admin (ongoing)
	Collect new venue feedback at the end of first term events are held there.	✓			

Category 3	**Finance** - to be reviewed at all Management Meetings				
Goal	**Steps needed to achieve goal**	**Priority**			**Responsibility**
		High	Medium	Low	
Budgeting	Quarterly review of financial position, including projections for sustainable operations.	✓			Treasurer, Chair
	Ensure activities and expenses are considered with reference to the annual budget.	✓			Treasurer, Prog. Coordinator, Planning Committee
	Provide a high level of transparency regarding finances, highlighting these at each AGM.	✓			Treasurer, Admin
Sustainability	Source additional funding through grants, sponsorship and increased membership.	✓			MC, Treasurer, Grants Coordinator

Category 4	**Internal WCC Process**				
Goal	**Steps needed to achieve goal**	**Priority**			**Resources (Materials, people, and cost)**
		High	Medium	Low	
Administration	Liaise with contract staff (admin & media), providing support where necessary.	✓			MC, Chair
	Annual review of workloads, hours and duty statements.	✓			MC
	Provide training opportunities if required.			✓	Treasurer, MC
	Implement coverage and knowledge sharing with key committee members to cover any downtime.		✓		Admin, Secretary, Treasurer

	Version control of all docs	✓			Admin, Exec
Governance	Review and ensure governance practices are up to date. (October review)	✓			MC, Exec
	Review Constitution every 3 years, in line with Strat Plan reviews.	✓			MC
	Annual review of internal practices to identify possible improvements and implement changes as needed.	✓			MC

Category 4	**Internal WCC Process - continued**				
Management Committee	Develop a succession plan to ensure the Management Committee can work to full capacity.		✓		MC
	Provide professional development to key group members		✓		MC
	Review existing roles and duties, adapting to changing needs.		✓		MC

Appendices

1. SOAR
2. Stakeholder Matrix
3. WCC successes 2022 - 2026
4. Value Proposition
5. Workshop Attendees

SOAR Analysis Results

To establish the specific, measurable outcomes that we want to achieve - based on WCC's strengths, opportunities, and aspirations.

Strengths

The accomplishments we are most proud of as a community organisation:

- Providing a welcoming and supportive environment, encouraging members to form ongoing friendships and build community.
- A varied programme that promotes healthy ageing: mental stimulation, physical activity & social contact.
- Activities are professionally delivered, priced to encourage broad accessibility.
- A cohort of long term loyal and supportive volunteers.
- Volunteer led from the beginning, operating for over 30 years without Local, State or Federal funding.
- A refreshed Management Committee, keen to support WCC into the future.
- Working as a team to achieve outcomes.
- Efficient and knowledgeable staff, well documented organisational procedures and document control.
- Location advantage in a well-equipped community facility with access to public transport
- Strong relationships with library staff and local Councils.

Opportunities

Member engagement, partnerships & collaborations, skill development:

- Expand programme (with reference to Focus Group suggestions) to appeal to a broader demographic and increase membership (55+, men, etc.).
- Increase utilisation of venue to include evenings & weekends.
- Diversify programme and offerings by expanding to include other local council venues.
- Build on existing relationships with local Councils to secure both short-term grants and long-term funding for community-based programmes.
- Collaborate with other community organisations, e.g. Men's Shed, and Councils to promote combined events.
- Review all current marketing strategies.
- Focus on improving branding strategy.
- Increase exposure through advertising and through Council promotions.
- Source and provide training for MC/Staff in Governance (inc. succession planning) and Grant Applications.
- Encourage additional volunteer involvement through active engagement and recruitment.
- Establish MC sub-committees and assign roles such as new member welcome group, volunteer coordination, grants team, marketing & displays, Council liaison.
- Provide clear role definitions and descriptions.

SOAR Analysis Results (cont.)

Aspirations	Results
Elements that will best support WCC's success over the next 3 - 5 years:	**Measuring success & tracking performance:**
• Continue to be a welcoming, inclusive, socially-engaged community organisation. • A strong, flexible and diverse quarterly programme. • A clear and supported pathway for feedback from members. • Increase in membership and volunteer numbers, as well as non-member engagement. • Secure reliable income/funding in order to be financially viable. • Improve visibility within the community & raise the profile of WCC as the key local service provider for positive ageing programmes. • Improve enrolment processes to be more user/member friendly, including at events. • Establish corporate knowledge bank and process for following through on additions/initiatives. • Update/replace out of date equipment, as required for programme changes. • Up to date understanding of changes to legislation and Governance requirements. • Effective succession planning. • Grants team established •	• Feedback / satisfaction surveys from members. • Measurable annual increase in membership - to be assessed quarterly. • Measurable increase in attendance, using Class Manager to track statistics. • Use Class Manager to establish which members not engaging regularly - and follow up. • Enhanced volunteer numbers & engagement. • Track number of grant applications submitted and percentage of successful outcomes. • Acknowledgement and in-kind support from local Councils. • Financial support from Local, State and/or Federal bodies. • Run at a financial surplus each year and rebuild reserves. • Compliance with changing Governance requirements in key areas. • Annual information and progress presentations to Community Officers of local Councils. • Management Committee and Sub-committee to be accountable, completing annual self-reflective analysis process... Annual self-reflection process for sub-committees.

WCC Stakeholder Matrix

This Stakeholder Matrix provides a visual representation of the landscape in which Westcoast Community Centre functions. People and groups have been mapped against the standard variables of their power/influence on WCC and their interest in the outcomes such that there is an understanding both of the stakeholders and of how best to engage them.

	High Interest	Low Interest
High Power	• WCC Members • WCC Management Committee • Programming Committee • WCC Admin & Media Contractors • WCC Volunteers • Library Management Committee • Library Staff • Grove (Shire) Staff • Local Councils	• Volunteer speakers and presenters • Families of WCC members
	High Interest	**Low Interest**
Low Power	• Newsletter • eNews • Website, Facebook • The Post Newspaper, Perth Now, Western Suburbs Newspaper • Community Partnering • Linkwest • Cottesloe Central Shopping Centre (parking) • Auditor • Organic Webs (Class Manager)	• Other users of The Grove Library Precinct Community Room (Probus Groups, U3A, Drop-In Clinic) • Boatshed and other local businesses • Library café • Mosman Park Men's Shed

WCC Significant Successes 2022 - 2026

Our Successes	Why they are important
Continuing to provide a welcoming and supportive community environment.	Building community and maintaining focus on our core objectives.
A broad ranging focus group and review process undertaken in order to update this Strategic Plan.	Provided an opportunity for key stakeholders to have a say in the shaping of WCC's future.
A varied programme of activities maintained.	Promoting healthy ageing: mental stimulation, physical activity & social contact.
A refreshed committee elected	New ideas to move WCC forward.
Volunteer morning teas hosted.	Ensuring volunteers feel appreciated and to build cohesion within the group/s.
Programme satisfaction survey developed and utilised.	In order to obtain feedback from members and to adjust the programme accordingly.
Activities professionally delivered, priced to encourage broad accessibility.	Promotes WCC as a key community resource.
Management Committee working as a team to upscale ongoing interactions with the local councils.	To build financial and social sustainability.
Organisational procedures documented and document control introduced.	Provides ongoing corporate knowledge and follow through.
Ongoing positive relationships with library staff.	The Grove Library staff provides invaluable technical and other support.

Value Proposition – What Makes WCC Special



Focus Group Attendees

Alex	Barker	Town of Mosman Park
Anita	Norris	Member
Ann	Platt	Member
Anna	Gracie	Town of Cottesloe
Anne	McCrudden	Management Committee
Bernadette	Berrell	Management Committee
Carole	Crommelin	Management Committee
Cherie	Ryan	Library & Facilities Officer, Grove Library Precinct
Collette	Davies	Management Committee
Connie	Chapman	Member
Debbie	Curnow	Management Committee
Dixie	Maher	Management Committee
Faye	Jones	Management Committee
George	Sulcs	Management Committee
Jenny	McCallum	Member
Jill	Williams	Member
Judith	Rossi	Member
Julie	Cutler	Member
June	McVeigh	Member
Liz	Walker	Management Committee
Maria	Giglia	Member
Mary	Averbuj	Member
Maxine	Hudson	Member
Melissa	Frey	WCC Administration
Nicky	Macdougall	Hon Life Member & Facilitator
Noela	Medcalf	Member
Penny	Askin	Shire of Peppermint Grove
Sonja	Heinrich	Member
Sue	Moonen	Management Committee
Trish	Des Bouvrie	Management Committee
Trish	Johnston	Member
Wendy	Greenway	Member
Wendy	Hogan	Member