



**COTA**   
NORTHERN TERRITORY  
*for senior Territorians*

# **Strategic Plan 2022–26**

*This Strategic Plan has been prepared by:*  
Sue Shearer, Chief Executive Officer, COTA NT

*Authorised by the COTA NT Board (2021 to 2023):*

Jan Jewell, Chair, Michael Walker, Treasurer, John Whyte, Public Officer, Dr Sadhana Mahajani, Kerry Steward, Steve Thomas

**COTA NT** Spillett House, 65 Smith Street, Darwin NT 0800

08 8941 1004 | [www.cotant.org.au](http://www.cotant.org.au) | [admin@cotant.org.au](mailto:admin@cotant.org.au)

*COTA NT acknowledges the traditional owners of country throughout the Northern Territory where we work and live; teach and learn; talk and listen; and their continuing connection to land, culture and community. We pay our respects to elders, past, present and future.*

# Contents

<b>Executive summary</b>	<b>3</b>
<b>5 Year strategic plan</b>	<b>4</b>
<b>Priorities</b>	<b>8</b>
<b>Goals and objectives</b>	<b>10</b>
<b>SWOT analysis</b>	<b>14</b>
<b>Risk mitigation</b>	<b>16</b>
<b>Organisational chart</b>	<b>18</b>
<b>Key roles</b>	<b>19</b>
<b>Marketing strategy</b>	<b>21</b>
<b>Key partnerships</b>	<b>22</b>
<b>Financial plan</b>	<b>23</b>

*DISCLAIMER: The information contained in this document has been prepared in good faith and is true and correct at the time of the document development. In the event of unanticipated circumstances, projections and outcomes may vary.*



# Executive summary

**COTA NT advocates for and works towards an age-friendly, just, inclusive and equitable society for all Territorians over 50.**

## Our vision

To embrace the shaping of a just, equitable and humane community in which people over 50 are enabled to contribute and grow to their fullest capacity and have access, with dignity, to appropriate care and support.

## Our mission

We achieve our vision and fulfill our purpose by:

- Providing a voice for those people and members who are over 50
- Providing knowledge to and creating a sense of worth for our members
- Ensuring high level advocacy to create change and influence government
- Being a financially sustainable organisation
- Providing networks and connections between people thus creating a happier and healthier community
- Having the appropriate resources

- Being inclusive and aware of all cultures
- Remaining relevant and credible
- Having strong communication and listening tools both internally and externally
- Well trained staff and volunteers
- Being positive, innovative and age friendly.

## Our values and ethics

Our values and ethics are important to us and are integrated into all our dealings with our stakeholders, with each other and with our members and community.

- Respect and value all people
- Having a spirit of openness
- Actively listening and communicating
- Being inclusive and welcoming
- Acting with integrity
- Having empathy and performing in a professional manner
- Being honest with our members and in our business dealings
- Being dedicated
- Providing a quality service to all seniors.

## 5 Year strategic plan

	2022	2023
<b>Future objectives</b>	Federal funding agreement comes to an end. COTA NT aims to continue to deliver Aged Care Navigator services. PHN Primary Health Network will be funding this.	Concept drawings and costings completed for redevelopment of the COTA NT site.
	Service agreement for the Seniors Card program finishes. COTA wants to renegotiate another 5 year agreement.	Completion of funding request for the proposed COTA NT redevelopment.
	Lobby and advocate to ensure the NTG's Seniors' Strategic Plan policies are implemented.	Peak body funding to be renegotiated.
	Identify economic opportunities for COTA NT's future sustainability.	Identify economic opportunities for COTA NT's future sustainability.
<b>People</b>	Current 13	Nil new
<b>Assets (Physical)</b>	Redevelop COTA NT building, Spillett House	Start of the building
<b>Revenue</b>	CPI	CPI



2024	2025	2026
Phase 1 completed.	Phase 2 to completion.	Building completed.
Funding procured.		
Identify economic opportunities for COTA NT's future sustainability.	Identify economic opportunities for COTA NT's future sustainability.	Identify economic opportunities for COTA NT's future sustainability.
Nil new	3	Nil new, 16
Ongoing building	Ongoing building	New building valued at \$10m
CPI	CPI	\$1m rental, \$1.3m funding



## Governance

**Enhance the governance of COTA**

### KEY PRIORITIES

Continuing to enhance the skills and knowledge base of the Board – improved skillset & diversity

Continue to support the growth of branches and membership

Review COTA's Policy and procedures to ensure compliance with regulatory frameworks

**INTEGRITY**



## Status

**Enhance COTA NT peak body status through advocacy**

### KEY PRIORITIES

Through member consultation develop policy stances and communicate those policies

Working with COTA Australia to create awareness and action on policies stances

Communicate with and lobby the NT Government and other stakeholders to address key policy issues

Identify partnerships that progress the objectives of COTA NT

**RESPECT & VALUE  
ALL PEOPLE**



## Promotion

**Actively promote COTA**

### KEY PRIORITIES

Develop and grow program branding and recognition

Develop and implement initiatives for members to become advocates of COTA

Implement a budgeted promotion plan which covers all forms of media

NT Representation across relevant industry committee sectors that impact seniors

**INCLUSIVENESS &  
WELCOMING**



# Strategic Plan

## 2022-2026



### Community

**Provide a diverse and interesting range of programs and events that appeal to Senior Territorians**

#### KEY PRIORITIES

- Continually improve seniors events and activities
- Promote government initiatives that are relevant to all seniors
- Continually encourage and support branches to have initiatives which focus on regular and special occasion events

**EMPATHY & ACTIVE LISTENING**



### Financial Independence

**Develop current and additional income initiatives to enable growth towards financial security**

#### KEY PRIORITIES

- Tender for appropriate contracts which complement and grow the service and program delivery for Senior Territorians
- Maintain a range of base level funding
- Develop and monitor yearly budgets
- Identify and secure independent income streams
- Improve sponsorship yield
- Develop a Master Plan for the redevelopment of the Spillet House site

**ACCOUNTABILITY & TRANSPARENCY**



### Organisation & People

**Enhance effectiveness**

#### KEY PRIORITIES

- Improve IT and knowledge management systems
- Enhance the working environment for staff to improve efficiencies and minimise WH&S issues
- Enhance the skills and knowledge base of the employees and volunteers
- Recruit and retain valued volunteers

**QUALITY SERVICE**

# Priorities

Organisational Objectives	Key Priorities
<b>1. Governance</b> Enhance the governance of COTA NT Value: integrity	Continue to enhance the skills and knowledge base of the Board - improved skillset and diversity.
	Continue to support the growth of branches and membership.
	Review COTA NT's policy and procedures to ensure compliance with regulatory frameworks.
<b>2. Status</b> Enhance COTA NT peak body status through continual advocacy on behalf of senior Territorians Value: respect and value all people	Through Member consultation, develop policy stances and communicate those policies.
	Working with COTA Australia to create awareness and action on these policies.
	Communicate with and lobby the NTG and other stakeholders to address key policy issues.
	Identify partnerships that progress COTA NT objectives.
<b>3. Promotion</b> Actively promote COTA NT Values: inclusiveness and welcoming	Develop and grow program branding and recognition.
	Develop and implement initiatives for Members to become advocates of COTA NT.
	Implement a budgeted promotion plan which covers all forms of media.
	NT representation across relevant industry committee sectors that impact seniors.



Organisational Objectives	Key Priorities
<b>4. Community</b> Provide a diverse range of programs and events that appeal to seniors Value: inclusivity	Continually improve and develop seniors' activities and events.
	Promote government initiatives that are relevant to seniors.
	Continually encourage and support branches to have initiatives which focus on regular and special occasion events.
<b>5. Financial independence</b> Develop current and new income streams to enable growth towards financial independence. Values: accountability and transparency	Tender for appropriate contracts which complement and grow the service and program delivery for seniors Territorians.
	Maintain a range of base level funding.
	Develop and monitor yearly budgets.
	Identify and secure independent income streams.
	Improve sponsorship yield.
	Develop a masterplan for redevelopment of Spillett House.
<b>6. Organisation and People</b> Enhance effectiveness Value: quality service	Improve IT and management systems.
	Enhance the working environment for staff to improve efficiencies and improve WH&S issues.
	Enhance the skills and knowledge base of employees and volunteers.
	Recruit and retain valued volunteers.

# Goals and objectives

Organisational Objectives	Key Priorities
<b>1. Governance</b> Enhance the governance of COTA NT Value: integrity	Continue to enhance the skills and knowledge base of the Board - improved skillset and diversity.
	Continue to support the growth of branches and membership.
	Review COTA NT's policy and procedures to ensure compliance with regulatory frameworks.
<b>2. Status</b> Enhance COTA NT peak body status through continual advocacy on behalf of senior Territorians Value: respect and value all people	Through Member consultation, develop policy stances and communicate those policies.
	Working with COTA Australia to create awareness and action on these policies.
	Communicate with and lobby the NTG and other stakeholders to address key policy issues.
	Identify partnerships that progress COTA NT objectives.
<b>3. Promotion</b> Actively promote COTA NT Values: inclusiveness and welcoming	Develop and grow program branding and recognition.
	Develop and implement initiatives for Members to become advocates of COTA NT.
	Implement a budgeted promotion plan which covers all forms of media.
	NT representation across relevant industry committee sectors that impact seniors.

	Timeframe	Key Responsible Person (s)	Budget	Other Resources
	ongoing	Chair and CEO	to be allocated	Skills Matrix, Change to COTA NT Constitution
	ongoing	COTA NT Board, CEO, Membership Officer	under peak	
	ongoing	Chair, CEO, Office Manager	n/a	AICD
	ongoing	COTA NT Board, COTA NT Staff	under peak	NT Seniors Voice Engagement Hub and newsletters
	ongoing	Chair and CEO	under peak	ECG, NPC
	ongoing	CEO	under peak	COTA NT Staff, COTA NT Board and all NT seniors
	ongoing	COTA NT Board, CEO, COTA NT Staff	under peak	Membership of various industry and sector organisations
	ongoing	CEO Communications Mgr	marketing budget	All channels (print and digital)
	ongoing	COTA NT Board, COTA NT Staff and Members	marketing budget	All channels (print and digital) to promote brand recognition and pride
	ongoing	CEO Communications Mgr	marketing budget	All channels (print and digital)
	ongoing	nominated Board Members, staff and Members	n/a	Industry sectors' committee and association membership.



## Goals and objectives continued

Organisational Objectives	Key Priorities
<b>4. Community</b> Provide a diverse range of programs and events that appeal to seniors Value: inclusivity	Continually improve and develop seniors' activities and events.
	Promote government initiatives that are relevant to seniors.
	Continually encourage and support branches to have initiatives which focus on regular and special occasion events.
<b>5. Financial independence</b> Develop current and new income streams to enable growth towards financial independence Values: accountability and transparency	Tender for appropriate contracts which complement and grow the service and program delivery for seniors Territorians.
	Maintain a range of base level funding.
	Develop and monitor yearly budgets.
	Identify and secure independent income streams.
	Improve sponsorship yield by 20%.
	Develop a masterplan for redevelopment of Spillett House.
<b>6. Organisation and People</b> Enhance effectiveness. Value: quality service	Improve IT and management systems.
	Enhance the working environment for staff to improve efficiencies and improve WH&S issues.
	Enhance the skills and knowledge base of employee and volunteers.
	Recruit and retain valued volunteers.

	Timeframe	Key Responsible Person (s)	Budget	Other Resources
	ongoing	CEO, Activities Mgr	to be allocated	Skills Matrix, Change to COTA NT Constitution
	ongoing	CEO Communications Mgr	under peak	
	ongoing	CEO, Activities Mgr	n/a	AICD
	ongoing	CEO, Office Manager	n/a	NT Seniors Voice Engagement Hub and newsletters
	ongoing	CEO, COTA NT Board	n/a	ECG, NPC
	ongoing	CEO, Treasurer	n/a	
	ongoing	CEO, COTA NT Board	n/a	COTA NT Staff, COTA NT Board and all NT seniors
	ongoing	CEO Communications Mgr	n/a	Sponsorship and ad packages.
	completed		3rd party funding	
	ongoing	CEO, Office Manager	under peak	Confident staff
	ongoing	CEO, Office Manager	various funding	Staff up-to-date on IT and apps
	ongoing	Activities and Office Managers	under peak	Induction program, regular volunteer meetings
	ongoing	Activities Manager	n/a	Industry sectors' committee and association membership.

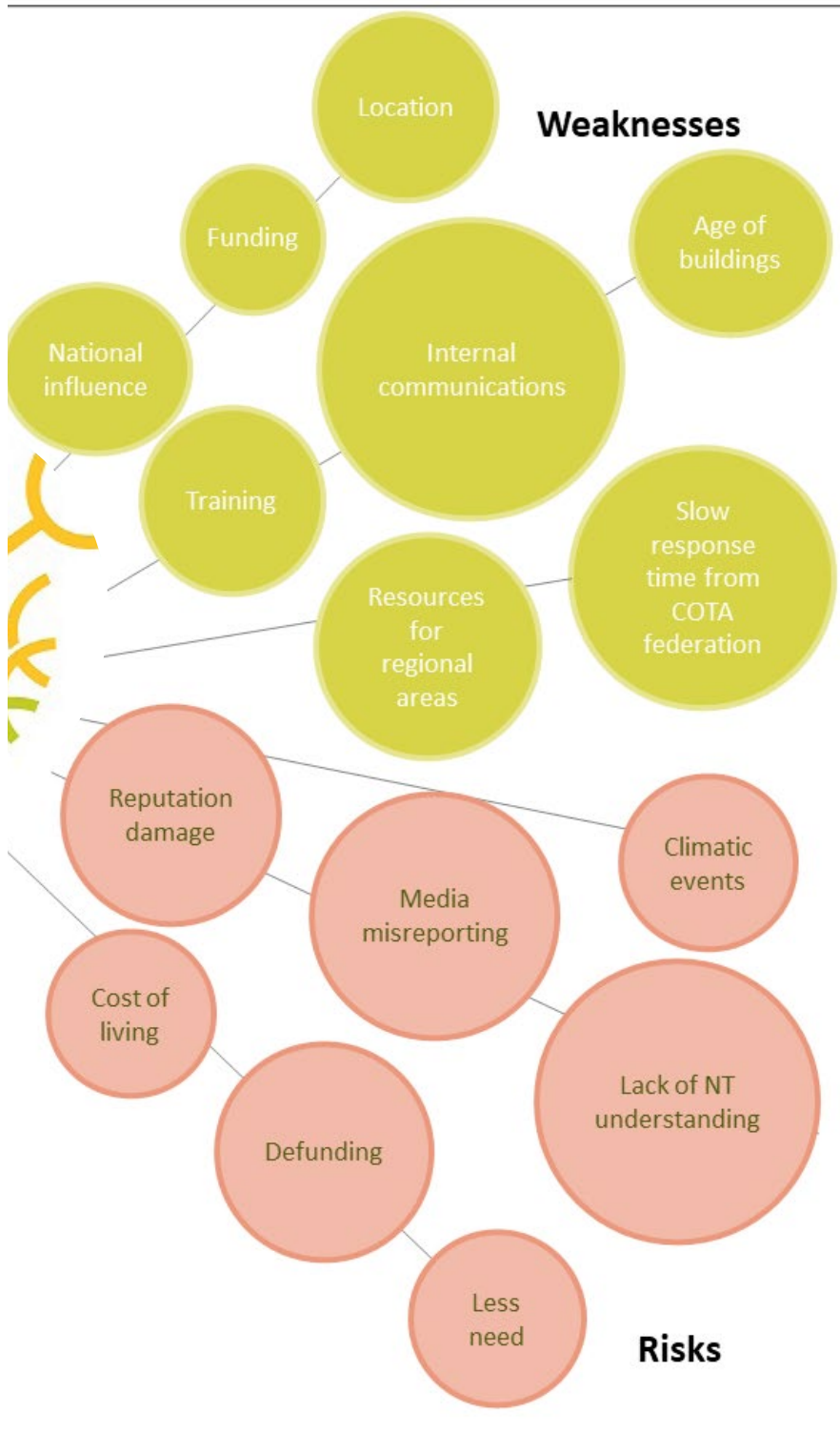




# SWOT analysis

The organisation reviewed its strengths, weaknesses, opportunities and risks in January 2022, as shown by the illustration.

However, the organisation takes time throughout the year to reflect on its practises through meetings, debriefs and surveys. Consequently, it actively works on improvements in all areas: administration, marketing, program delivery, grant administration and so on.



*This SWOT analysis is only reflective of the organisation's position in January 2022.*

# Risk mitigation

- **Long term funding and defunding** Source private sector funding and economic opportunities.
  - **Media misreporting and misunderstandings** Once source of contact for media, Board and staff are aware of the policies and procedures that apply to media representation.
  - **Reputational Risk for COTA** Board and all staff are aware of the risks and are aware of the policies and procedures that apply when and if representing COTA NT.
  - **Lack of understanding of Territory Demographics and profile by those outside the Territory – outvoted on key issues** Continuous education provided to interstate representatives and the diversity of the NT and all the residents.
  - **Election cycles and change of policies** Preparation of election issues that affect all NT seniors and lobbying all political parties.
  - **Climatic events – cyclones, floods etc.** Education to all seniors regarding the risks via all social media and website.
  - **Lack of incentive for people to retire here, e.g. Infrastructure and healthcare etc.** Continuous lobbying of all governments to improve health and housing options to retain and attract seniors to the NT.
  - **Lack of sponsorship and brand promotion** Promote, advertise and market COTA NT to all relevant parties via various media outlets, newsletters and membership of various industry associations.
  - **COVID-19 Pandemic - Working from home** Ensure all Employees are trained in how to access information and have access to items that they require to work from home.
  - **Business Interruption** Have insurances in place to cover Business Interruption due to: Fire, Flood and Theft.
  - **OHS 2004 Act** Provide and maintain a working environment that is safe and without risks to the health of employees and independent contractors.
- Ensure that persons are not exposed to risks to their health or safety arising from the conduct of the employer.
- **Privacy and Data Protection Scheme and Data Breach Scheme** To protect client and employee



information in accordance with the Privacy Act and Information Barriers.

- **Telecommunications Act** Ensure corporate technology is used in accordance with relevant acts.
- **Governance Policies** Ensure that financial documentation is in accordance with delegation of authority and acceptance to audit requirements.

Ensure critical information is reported to CEO and Board in a timely fashion.

- **Workplace Relations Act/Fair Work** Review stand down provisions within employment agreement.

## Key person risks

- **CEO** Still operable but able to work from home via internet and mobile.
- **Aged Care Navigators** Still operable by telephone contact and internet – able to work from home as necessary.
- **Seniors Card Manager** Still operable, able to work from home via internet and mobile phone.
- **Membership Officer** Still operable, able to work from home – contingency

plan in place re seniors' card printing.

- **Office Manager** Able to operate fully from home if needed internet and mobile phone.
- **Payroll** Accounts works independently from home.

COTA NT's Treasurer is versed in MYOB payroll.

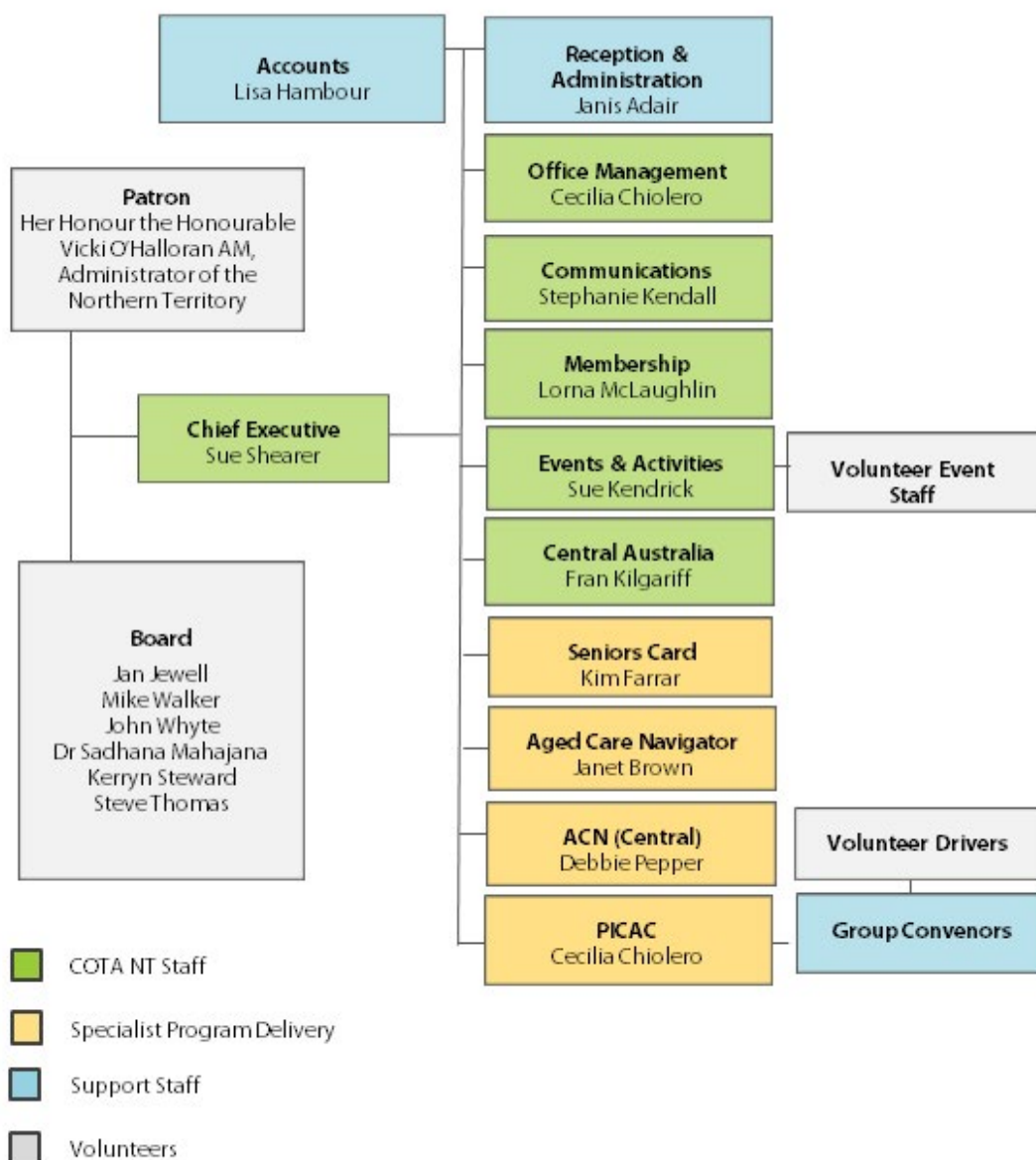
## OHS and Covid-19 Pandemic Risks

- Staff exposed to the virus
- Mental health issues as a result of the virus
- Unhygienic practices
- Social distancing not adhered to
- Failure to report household isolation infection
- Travel plans
- Inadequate cleaning
- Impacts on systems and approvals i.e. accounts payable, staff expenditure, salary packaging.

## Adherence to the COTA NT Business Continuity Plan for Covid-19



# Organisational chart





Staff members may undertake different roles, e.g. in supporting major programs and events. Key roles are summarised below:

## **Chief Executive Officer**

Provides professional, sustainable management through strategic development, operational and financial management. Liaises with all levels of government, public service, media, Members and stakeholders.

## **Accounts**

Works with the CEO and Treasurer, handles accounts, payments and payroll; ensures COTA NT meets taxation requirements and prepares accounts for audit.

## **Reception & Administration**

Welcomes visitors and assists them with referrals or information, collates monthly stats on enquiries and assists clients; other duties as directed.

## **Office Management**

Oversees running of COTA NT offices including procurement, operational functions, coordination of grant

administration and management of IT systems.

## **Communications**

Manages print and online media and information delivery: websites, social media, newsletters, media releases, ONECOTA input, press columns, reports, surveys and publications including Seniors Month Calendar and Seniors Voice. Responsible for brand integrity, sponsorship and major event marketing.

## **Membership**

Provides Member services including database management; represents COTA at Members' functions; sources benefits for Members and supports Seniors Card program with database administration and marketing.

## **Activities & Events**

Manages and promotes ongoing programs: Fit for Life, Knowledge for Life and social programs, workshops and forums; supports branch activities, arranges major events including Seniors Expos and Seniors Month activities. Responsible for volunteer management, recruitment and training, especially for events.



## Central Australia Representation

Promotes COTA activities, membership and programs including Seniors Card. Represents COTA and seniors locally, researches and analyses issues; assists in special projects including observances and major events such as the Alice Springs Seniors Expo.

## Senior Card Program Management

Manages NTG's Seniors Card program including membership, business participation, print and digital directories and advertising opportunities. Manages Seniors Card online media including website, social media and email marketing.

## Aged Care Navigators Program Delivery

Draws on local and specialised knowledge of the aged care system in Australia, navigators engage with clients in the Darwin and Alice Springs regions assisting them to access aged care through My Aged Care. Also offer advice on aged care planning, deliver individual and group information

sessions for diverse range of seniors. Collects data and reports to COTA Australia and Federal Department of Health.

## PICAC Program Management

Advocates for seniors from culturally and linguistically diverse (CaLD) backgrounds; assists with identification of special aged care, workshop delivery and training of service providers, promotion of the service, represents PICAC at forums and manages COTA NT's multicultural services program. Manages team of group facilitators and driver volunteers to enable the twice weekly program.

## Volunteers

Play a key role supporting every aspect of the organisation including governance and strategic direction by the Board; delivery of Membership services such as the Home Maintenance Service, enabling the MASP program through volunteer driving, boosting staff numbers at major events such as COTA NT's Expos and assisting with office administration and data entry.



# Marketing strategy

COTA NT targets its audiences through a marketing mix including:

- Seniors Voice Engagement hub
- Seniors Voice (print and digital)
- Member newsletters and publications
- Seniors Month and Seniors Expos
- Email, social media and website marketing
- Paid advertising
- Radio and television
- Outreach sessions.

Target audience	Characteristics
<b>Seniors based in the Northern Territory</b>	<ul style="list-style-type: none"> <li>• Aged 50 years and over</li> <li>• Working, or semi-retired, retired</li> <li>• On a pension, self-funded retirees</li> <li>• Seeking advocacy and positive policy changes</li> <li>• Want networks and connections to others. To be part of a happy, healthy community.</li> </ul>
<b>Volunteers</b>	<ul style="list-style-type: none"> <li>• Locals wanting to give back</li> <li>• Students</li> <li>• Board members.</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Members, Staff, Board, COTA Australia, COTA Branches</li> <li>• Dept of Territory Families, Minister for Seniors</li> <li>• Community organisations, seniors groups</li> <li>• NT &amp; Commonwealth Departments of Aged Care, Health, Infrastructure, Services Australia</li> <li>• NTG MVR, Power and Water Corporation, businesses including funeral homes, retirement living operators</li> <li>• Local and State/Territory, Federal governments, MLA, Members of Parliament</li> <li>• NT hospitals, hospices, health and aged care service providers.</li> </ul>

# Key partnerships

## Stakeholders

### Primary

- Members
- NT residents over 50 years of age
- Staff, Volunteers, Board Members
- COTA Australia and COTA Branches
- Dept. of Territory Families
- Community organisations
- Service providers.

### Secondary

- Dept of Health
- The Minister for Seniors
- NTG MVR, Power and Water Corporation, Dept of Infrastructure
- Local Territory governments.

### Tertiary

- Territory MLAs
- Members of Parliament
- Hospitals and healthcare providers
- Businesses including funeral homes retirement village operators, residential aged care and aged care providers.

## Stakeholder engagement

COTA NT engages with stakeholders

via surveys distributed to seniors for the purpose of gauging their concerns to best advocate for and support them. We are also members of various consumer and advisory groups. As well as NT Senior's Voice Newsletters, we also engage through the various events that we hold throughout the year.

## Networks

COTA NT has representation on a wide range of Committees, Boards, Councils and Government Agency Panels. This representation ensures that the view of members are represented at all levels of government and within the community.

COTA has representation on:

- Access and Inclusion Advisory Committee (AIAC)
- Accessible Point to Point Transport Services Working Group
- Amadeus Gas Consumer Reference Group
- Homelessness Strategy for Territory Housing Working Group
- NTG Housing Committee (sub-committee of the Ministerial Advisory Council)
- Ministerial Advisory Council for

- Senior Territorians (MAC-ST)
- NT Elder Abuse Response Services
  - NT Industry Human Services Workshops
  - NT Housing Strategy Committee
  - NT Human Services Industry Plan
  - Palmerston Regional Business Association
  - Power and Water Consumer Group
  - RDHP Geriatric Out of Hospital Accommodation Working Group
  - Seniors Recognition Scheme Enhancement Working Group
  - Sports and Recreation Strategic Plan Working Group
  - Solomon Crime and Justice Round Table
  - Top End Health Services – Regional Community Engagement Group

- Veterans' Advocacy and Support Services Scoping Study

Further to this network there are representatives on Probus, Australian independent Retirees, U3A, National Seniors, Vietnam Vets, Somerville, Life without Barriers, Greenfields, Southern Cross Homes and various other groups.

## Members

COTA members provide valuable input into COTA's representation on their behalf through a range of mechanisms including:

- Input from our Member volunteers
- Branch and Board member input
- Through formal seminars and events
- Face to face or email comments
- Through Member surveys and polls
- Informal meetings with individuals.

# Financial plan

## Financial projections

Refer to: Annual budget set by the Treasurer and CEO and presented to the COTA NT Board and then approved.

## Financial management

**Financial Software System:** MYOB

**Budgeting and expenses:** Refer to annual audit.

**Financial staff:** Treasurer, CEO and Bookkeeper.

## Financial policies

As set out in the Constitution (Governance) and Delegations with staff set by the CEO.





NORTHERN TERRITORY

*for senior Territorians*

**COTA NT – Council on the Ageing  
Northern Territory**

📍 Spillett House, 65 Smith Street,  
Darwin NT 0800

✉ GPO Box 852, Darwin NT 0801

☎ 08 8941 1004

✉ admin@cotant.org.au

🌐 www.cotant.org.au

📘 facebook.com/COTANorthernTerritory

