

Ageing well in your own neighbourhood



The Waverton Hub Manual

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For an electronic copy of this manual and appendices go to
www.wavertonhub.com.au

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The Waverton Hub Inc. (INC1300564) ABN 426 256 086

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Uniting



FOREWORD

This Manual seeks to help other Australian groups to set up a Hub. The Waverton Hub is an incorporated association. It operates like a mutual for the benefit of its members. It was set up in 2013 by its members to enable their neighbours and themselves to age well and meaningfully in their own homes for as long as possible, as cheaply as possible.

The Waverton Hub endorses the World Health Organisation's definition of Active Ageing.



“It allows people to realise their potential for physical, social, and mental wellbeing throughout the life course and to participate in society according to their needs, desires and capacities, while providing them adequate protection, security and care when they require assistance.”

Our emphasis is on the wellbeing of our members – around 300 of us (as at July 2016); aged from fifty through to our nineties, living mainly in our core North Sydney suburbs of Waverton and Wollstonecraft.

You may be planning to set up ‘an all-age Hub’ in your community. The processes would be similar for whatever ages your members might be.

We have formed as a mutual. We are active participants in our Hub. The Hub is part of the transformation occurring in aged care in Australia, and is an alternative to retirement villages and nursing homes. The Hub is proving to be a process for social regeneration and local community development. Our strategic partnerships are vital to our effectiveness.

At this stage in its development the Waverton Hub members have developed a strong sense of community and belonging. We have fitness classes and/or walks every day of the week and a diverse program of social cultural and lifelong learning activities.

We share information about services with each other, do small tasks for each other and generally look out for one another. Our activities build networks of connection, friendship, mutual support and compassion.

Our main source of income is from our membership fees (\$66 a year). These do not fund paid staff and we rely on our strategic partners for support services. These include Crows Nest Centre (e.g. for

linen service, meals on wheels) Lane Cove Northside Community Service (tradespeople), Lower North Shore Community Transport (short trips to doctors etc.) Greenwich Hospital, Mater Hospital and Royal North Shore Hospital (medical care).

The Hub is giving us as members the courage to face the constraints of ageing.

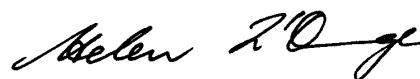
The benefits of the Hub include :

- neighbours, doing activities together, enjoying each other's company and giving and receiving help when we need it;
- strengthening our community by being active contributors to the wellbeing of ourselves and of our neighbours;
- being stimulated through learning new skills, including participating in building and maintaining the Hub;
- saving money when getting useful services (e.g. trades people, transport); and
- enjoying the convenience of easy access to help, local services and activities at our doorstep.

The Waverton Hub is the first of its kind in Australia. We have adapted the USA Village model to Australian conditions. The Waverton Hub has attracted a lot of interest around Australia so we have put this manual together to show how we are doing it and hopefully to guide you.

You can track our progress on both our website at www.wavertonhub.com.au and our Facebook page <https://www.facebook.com/thewavertonhub/>

As the number of Hubs in Australia grows we look to working synergistically, with other communities, regions, governments, and organisations. We are very appreciative of the help given to us by Uniting NSWACT to produce this Manual.



Helen L'Orange AM

On behalf of the Waverton Hub Board September 2016

HOW TO USE THIS MANUAL

There are two main stages to setting up a Hub

1. Feasibility Stage – Is there a need? Can a Hub be viable in our area? How do we get started? How to form a Steering Group and test level of interest (up to 7 months)

2. Establishment – Putting the structures and people in place, starting activities (up to 16 months)

- Strategic planning
- Membership, Joining the Hub, the Launch, Member Engagement
- Activities – Programme development and implementation
- Services – help with large and small tasks
- Communications
- Strategic Partnerships
- Well Run Sustainable Organisation – management and administration
- Governance

The Establishment Stage is followed by **Stage 3 – Consolidation**.

The duration of stages included here is how long it took us at Waverton. We did make some use of the Beacon Hill (USA) Manual and USA Village to Village movement material but a lot of time was spent getting advice and making decisions about how to build a Hub in the Australian environment. So hopefully with the help of this Manual you will be able to get your Hub up and running faster than we did.

We have kept this Manual fairly short and provided appendices to Waverton Hub documents at the end of the manual. These documents are provided for you to adapt to your needs and to the level you want to set up your Hub.

“ I appreciate the way the Waverton Hub through its various activity and social groups provides an informal way to get to know neighbours well enough to smile and chat when meeting unexpectedly. Feeling this connected into a local community is deeply satisfying”

Bev



Greenwich, a neighbouring suburb set up a Hub in 2015. Theirs is an all age general community Hub.
<http://www.greenwichhub.org.au>

The Compassionate Communities movement provides another model

<http://www.charterforcompassion.org/index.php/communities/charter-tool-box-framework>

In Bologna, Italy, neighbours have created a local community Facebook page and do small tasks for each other. They have 1,100 members.

http://www.nytimes.com/2015/08/25/world/europe/italian-neighbors-build-their-own-social-network-online-and-off.html?partner=rss&emc=rss&_r=

STAGE 1: FEASIBILITY

KEY DECISIONS AND ACTIONS

1. Form a Steering Group of 6-12 committed people willing to work up to 15hrs per week. Skills mix- 'people' people, local knowledge and networks, community development, governance, finance, management, marketing and communication, IT
2. Talk with your local Council – a supportive Council can be very helpful
3. Find an established organisation willing to auspice you. E.g. local community centre. Councils may require you to be auspiced to receive small seeding grants. Waverton Hub received an initial grant of \$2,000.
4. Decide geographic area of your Hub. Use council sources Australian Census data demographics to calculate potential membership numbers. e.g. 10% of 3,000 over 50 yr olds would give you 300 members. As a guide 150 people is regarded as 'tribe' size. Rural Hubs may be smaller. In the USA villages range in size with a median of 90 members in 2012. Decide what level of activity and services you will hope to provide and with or without paid staff. Paid staff will require a substantially higher income than that yielded by WH's \$66p.a. membership fee. Remember without paid staff it will be your contributing members who will do the work. Waverton has 80 contributing members for its 300+ members
5. Test level of interest in a local Hub – feedback from friends and local organisations; conduct a community survey
Critical decision: before you do the Survey the Steering Group needs to decide if it will go ahead to establish a Hub. Once you do the survey, and there is a good response, then the community expectation is that you will go ahead.
This is especially true if you have opted for an under \$100 pa membership rate.
6. Set up a postal address, email address and contact ph no.; reserve a domain name for your website
7. Find a meeting place which is not someone's dining room – Council could be helpful for this.
8. Set membership fee for the first year



HOW TO GET STARTED

It will be different for every group. If you already have a core group (e.g. church group, Probus Club) who want a Hub established in their area then you have a good start point. If your local council, local aged care provider or some other organisation will auspice and support you in your feasibility phase then this is a huge bonus.

But what every group needs is a core of at least half a dozen people who are committed to the idea of a Hub. In Waverton we had a Steering Group of about 12 people. Initially we were exploring starting two Hubs at once in 2 separate areas but for a range of reasons dropped back to one. It was as well we did as even one Hub is a lot of work. Reckon on 15 hours a week each.

It is good to have a range of skills amongst your Steering Group members. Waverton Hub was fortunate in having several retired people with professional skills. If your Steering Group lacks business, legal or organisational experience you may be able to get help from a local council, service club or non government organisation (ngo) or pro bono professional advice. Importantly your Steering Group members need energy, commitment and enthusiasm. In the words of a founding member of Beacon Hill Village (USA) 'You have to want it for yourself.'

Appended are some sample documents as guidance material. Some things we planned did not proceed e.g. a barter system. We realised that the people who will need a Hub most generally won't be in a position to earn barter points.

“I enjoy the range of activities, meeting with people, the feeling of belonging to a community and being mindful of others who may need help or company.”

Annette

DEMOGRAPHICS AND GEOGRAPHY

Waverton and Wollstonecraft combined have 3,000 over 50 year olds. Our aim was 300 members (10%). Obtain age/ suburb town Census data from your local Council. Here is how we explored our local demographics.

The geographic area is important. Rural areas could focus on local villages. Activities should be readily accessible by walking or public transport. Determine your geographic area. Waverton and Wollstonecraft are medium density suburbs. Ideally your area will have a natural centre or centres with a range of facilities such as meeting places. Activities should be easily accessible to older members who may not wish to, or be able to drive. Rural areas could focus on local villages.

WHAT SIZE SHOULD A HUB BE?

Every Hub is different and will be a different size. In the USA the median size in 2012 was 90 members.

Anthropologists say we need seven people we relate to closely and we need to feel part of a tribe of about 150. At 300 members Waverton Hub has two tribes (Waverton and Wollstonecraft)

We took a leaf out of Flight Centre Founder Graham ('Scroo') Turner's book *"One of the more interesting things we did was a team-based structure we started early on. We have a very strict team size with seven people in a team and then we have five, six or seven teams in what we call a village, which is a co-operative,"* Turner says. *"There are then generally 15 or 20 teams in an area which (can be several villages), which is a tribe. It is based on evolutionary psychology and we have found it quite effective in growing individual teams. It is the hunter-gatherer equivalent of the family, working together in groups of six or seven, which is the equivalent of a village or a camp."*

Dunbar's number – 150 also give a useful insight into optimum size

https://en.wikipedia.org/wiki/Dunbar%27s_number

MEETING PLACES

We were fortunate to have help from Crows Nest Uniting Church who supported the Hub from inception and rent their Community Hall in Waverton to the Hub for most of its activities at cost recovery rental.

Waverton Hub also uses other local facilities for its activities.

North Sydney Council generously provides The Hub with an office and phone, and a Board meeting room.

IDENTIFYING EXISTING ACTIVITIES AND SERVICES

It is important to know what is out there already. Your aim is to complement what is out there and in some instances let your members know what exists already. e.g. the use of Community Transport services has risen in the Hub area because our members now know it exists and have used it when the Hub hires its buses to take members to cultural events etc.

NAMING YOUR HUB

You need a name even if it is a working title which the Establishment Group or Board change later. We liked Hub and subsequently had our logo designed with 'I belong'. You are welcome to make use of the Hub logo below. Somewhere on your website please acknowledge the Waverton Hub.



FINANCES – PRICING AND BUDGET

How much money do you need to set up a Hub?

We would suggest a budget of \$5,000 –\$7,000 for initial start up costs.

The main initial expense is printing the survey and posters, and the survey results (\$1,000).

Other start up costs include insurance (public liability), survey instrument (e.g. survey monkey) other printing and postage costs, incorporation costs, meeting room hire, PA system, launch venue hire and expenses, website set up costs, equipment for some activities (e.g. mah-jong sets) These estimates do not include any staffing costs.

Sources of income at this initial stage might include donations from Establishment Group members, local Council, local Rotary Club. Once established the main source of income is membership fees.

Price is a key issue when testing interest. Very early on your Steering Group will need to decide if you are going to start with or without paid staff.

It is a lot easier to interest people in the idea of a Hub if the membership fee is around \$66 p.a. The average membership fee in the USA in Villages/Hubs is around \$700 p.a. This covers the cost of paid staff. Our testing of interest revealed resistance to this level of fee but people seemed willing to pay in the region of \$50-\$100 p.a. This ruled out employing staff. Our calculation was 300 members paying \$66 pa

would generate \$20,000 p.a. The membership fee for recipients of a full Commonwealth pension is \$10 pa and Friends (members join to help but do not participate in activities) also pay \$10 pa. Our membership year is 1 July to 30 June each year and the fee drops to half on 1 April each year for new members. We do not have a couples/household rate.

FUND RAISING. SEEKING GRANTS

Because we do not have paid staff we do not spend a lot of time on fund raising and pursuing grants. Initially we did put in for both government and non- government grants – with little success. We have received small and very welcome (\$2,000) community grants from North Sydney Council each year and a one off \$5,000 grant from NSW Department of Ageing. It is a lot of work writing funding submissions. Perhaps as Hubs become more prevalent in Australia then collectively we may have more success in attracting government funds. This is especially important when it comes to recurrent funding for a paid manager (est \$100,00 per annum).

North Sydney Council has recognised The Hub under the Council's Community Planning processes as making a substantial contribution to the cultural life of the North Sydney Community. From time to time Council makes a donation to the Hub for a specific purpose (e.g. public liability insurance) in return for the provision of community service. Other councils may have similar policies.

We have a big skill pool amongst our members and find our members would often rather do the task rather than raise money to pay someone to do it. E.g. two of our members built our website using Wordpress.

www.wavertonhub.com.au

TESTING INTEREST

You need to test interest as to whether a Hub is wanted by older residents / community.

Feedback from friends and neighbours is a good starting point. We fortunately had support from the Waverton Precinct (Council) Committee and had strong links to different community groups via our Steering Group members.

One of the main ways to test interest and get the idea of a Hub out there for discussion is to conduct a Community Survey. We had 240 responses to our survey – half hard copy /half electronic. The survey also helps develop understanding of the Hub concept in the community.

HOW TO CONDUCT A SURVEY TO TEST INTEREST IN A HUB

1. You need about \$1,000 to do a survey. This is mainly for printing. North Sydney Council gave us a small grant of \$2,000 which covered survey costs. As we were not an incorporated body at that stage the Crows Nest Centre auspiced us so we could receive the grant, kept the accounts and eventually submitted the acquittal to Council. (Thank you Denise Ward).
2. Set up electronic response system (e.g. survey monkey account for 3 months).
<https://www.surveymonkey.com>
3. Arrange for a drop off point for hard copy survey responses (Local IGA kindly kept a box at the front of their shop for us).
4. Design the survey – take care about raising expectations too high. If you are not going to provide services then perhaps limit questions about these. Make sure to get contact information from survey respondents whilst observing privacy legislation.
5. print survey (600 copies) and poster (20 copies).
Run survey for 6 weeks.
6. Introduce Hub concept and get story about survey in local paper.
Ask council to put information about survey and link to Survey monkey up on Hub page on Council website.
7. Make copies of survey available all over your area-in cafes, parks etc.
8. Collate survey data on Survey Monkey (manual entry of hard copy data – time consuming but necessary).



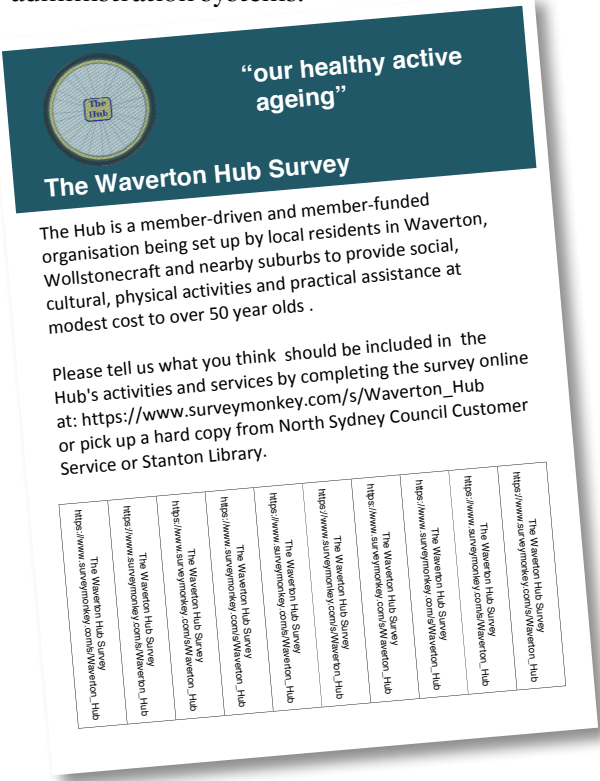
NEXT STEPS

NOW YOU HAVE YOUR SURVEY RESULTS:

- Mine data from survey. Prepare a two page summary of survey results and use this to inform residents and stakeholders (Council, Precinct Committee, Rotary Clubs, Uniting Church).
- Use survey results to devise taster program offerings (eg. Tai Chi).
- Create database (we used gmail initially) of respondents to enable information to be shared with them.
- Hold information sessions. Over a week we held six in the Waverton Community Hall at different times of day to feedback survey results to the community. We also used the information sessions to test membership fee level, and recruit activity leaders and people to help set up Hub management and administration systems.



We modelled our survey on the one conducted by Beacon Hill in the USA but added some other questions. The survey asked questions about participation in physical, social, lifelong learning activities, services needed to live on in own home, volunteering, IT capability of respondents, age, housing etc. For privacy reasons we collected respondents' contact information separately. It is crucial to obtain contact information to build potential member database. All going well, at the end of this feasibility stage you should be all set to establish your Hub.



“The Hub concept is an inexpensive option to Retirement village living, which usually involves high annual maintenance costs, along with capital gains sharing policies. Waverton Hub was established to assist people to stay in their own homes for as long as practical; To make new friends and share both the happy and the challenging times together; Having fun at social events; Learning new skills and developing new interests; Sharing ideas and recommendations regarding trades people. In other words: “Friends helping friends, neighbours being neighbourly, and the elderly being cared for” Patrick

STAGE 2: ESTABLISHMENT

KEY DECISIONS AND ACTIONS

1. Strategic planning
2. Membership, Joining the Hub, the Launch, Member Engagement; Start signing on members;
3. Hold official launch and other member engagement activities
4. Activities – Programme development and implementation Start taster (trial) and ongoing activities
5. Services – help with large and small tasks
6. Communications Begin communicating regularly (e.g. paper based newsletter; Enews) with potential members, supporters and key opinion leaders ; ask Council or your auspicng organisation to set up a Hub webpage on their website and as soon as possible set up your own website
7. Strategic Partnerships – develop these
8. Well Run Sustainable Organisation – management and administration
Finances – obtain an initial fund of about \$2,000 and open bank account; set up accounting system (e.g. Reckon Books); Risk management take out Public Liability insurance; set up data bases; decide pricing policies (cost recovery/ subsidies)
9. Governance
 - Set up Establishment Group – building on Steering Group – 10-12 members. A biggish group helps avoid burnout and enables members to jobshare and go on holidays
 - Decide name type of organisation/ legal entity
 - Agree a constitution. Register name and organisation with NSW Fair Trading or appropriate equivalent government authority in your state/territory
 - Decide whether you want to register as a charity or not, and if you will apply to the Australian Tax Office for tax deductible gift recipient (DGR) status as a public benevolent institution
 - Agree guiding principles, code of conduct, rights and responsibilities, privacy policy, conflict of interest policy
 - Devise ways to show appreciation to hard working contributing members
 - Put in train process for holding AGM and electing first Board

THE WAVERTON HUB
I BELONG

300 of us, ageing well in our own homes.
Join us now and connect with us and our community.

Getting out and about to Hub events

Well Being 15 Activities a week

Helping each other out

Access to advice, services, transport & reliable trades

Membership \$66 a year (\$10 full pension recipients)

Find out more: Website www.wavertonhub.com.au | facebook.com/www.wavertonhub
Pick up an application form at Chester's Pharmacy or email us at wavertonhub@gmail.com

• Australia Day Council NSW: Outstanding Achievement Award 2014 • North Sydney Council: Community Organisation of the year Award 2014 • North Sydney Community Group Award 2014

The Waverton Hub Inc. (INC30056) ABN 416 356 086 92

HOW WE SHAPED THE HUB

The Waverton Hub is a not for profit incorporated association set up under and compliant with The Associations Incorporation Act 2009 NSW (AIA). As such it operates in accordance with the requirements of the Act.

The Hub's binding obligations with respect to its members are its obligations under the AIA and the general law of torts (which concern the law of negligence and imposes a duty of care towards others in certain circumstances).

Under these provisions the Hub is set up as a mutual- members help other members. There are no volunteers in the Hub. Around 80 of the Hub's 300+ members are contributing members, that is, they help in some way with the running of the Hub.

The work of the Hub is underpinned by lean governance arrangements.

Initially The Waverton Hub had an Establishment Group as the precursor to a Board. If your group is being auspiced by an incorporated association you could keep your governance arrangements very simple and just be a committee of your auspicng organisation, (eg. Community Centre).

GOALS

Each October meeting is dedicated as a Strategic Planning session. During these formative years strategic direction issues are discussed as they arise.

1. Membership – strengthen member to member (6 buddies) ; strengthen community; more contributing members; men; frail; isolated.
2. Activities – Link up with North Sydney Council events; feedback loop on activities; monitor participation rates; walkers' contacts; turnover of organiser jobs; job sharing; activities for men; evening activities suggested.
3. Services –
 - Help with small tasks – ask a member first
 - Help with large tasks, including guidance on aged care system
4. Communications – reaching Hub members and encouraging participation – Low tech
High tech – upgrade system; Hub email based booking system; spot for Hub manual on web
5. Well-run, sustainable, lean, not-for-profit organisation
6. Hub manual

MEMBERSHIP, JOINING THE HUB, THE LAUNCH, MEMBER ENGAGEMENT

Our members are what we exist for. No members, no Hub. We put a lot of effort into engaging with and communicating with members and prospective members.

It took us a while to start taking paid memberships because we needed legal advice about wording the membership form. Hopefully your Hub will be able to adapt our form and save some time. When people join they receive a membership card and an invitation to an upcoming event where they can meet other members. We use a very reasonably priced online business card print firm to print membership and business cards.

Our membership profile has not varied very much. Around 2/3 of our members are women and 1/3 are men. Our age range is roughly:

80 yrs. and over – 45 members – 15 %

65-79 yrs. – 150 members – 50%

Under 65yrs – 105 members - 35%

We opened for membership in August 2013 and by the time of our launch 22 September around 90 had already joined up. Since then the average rate of new memberships has been around 5 –7 per month. We reached 300 members, about 18 months from opening.

Initially we held a short training session for Establishment Group members about how to talk with friends, neighbours and acquaintances about the Hub.



One of our members wrote a narrative so that we were conveying a similar message about the Hub.

Hub Launch On 22 September 2013 we held the Hub Launch picnic in Brennan Park (a gully between Waverton and Wollstonecraft). Three hundred people of all ages came. We had membership and activities sign up tables, a sandwich and cake stall, coffee and ice-cream vans, a magician, buskers. One of our members Dr Terry Finnegan planted a Wollemi Pine donated by another member Vera Yee.

Initially the Member Orientation Group arranged afternoon teas and cocktail hours (very popular with men) for new members. In 2015 we held around ten neighbourhood gatherings to encourage neighbouring Hub members to get to know others better.

This was followed at Christmas with neighbourhood parties. Also in 2015 we commenced general members meeting to be held once or twice a year. At these members are encouraged to talk about what they want from the Hub. 50 members attended the first of these general meetings in February 2015. As well as these structured gatherings, Hub members are forming friendships during activities. After three years there are many friendships. e.g. Four women who met at Wednesday yoga class now walk together on Fridays.

Increasing men's participation is something we continue to work on. Many men come on the Monday walks and yoga but few participate in pilates. Men organise a quarterly dinner at the local bowling club. The Speakers Program is popular with men as are wine tastings. The Computing Advice Program is run by men.

We mark major birthdays for our members with a card. Groups who hear a big birthday is coming up arrange lunch or brunch to celebrate.

“On the walks, not only have we found hidden gems and great places around Sydney but we have also learnt to be more familiar with Public Transport.” Liane



ACTIVITIES PROGRAM DEVELOPMENT & IMPLEMENTATION

The Hub Program of Activities covers four fields

1. Physical – e.g. walks, exercise classes
2. Cultural – e.g. talks ,theatre outings
3. Lifelong learning – e.g. Computing Q and A
4. Social – e.g. men's dinners, wine tastings, coffee mornings, new member orientation cocktails, neighbourhood gatherings in members' homes, Christmas Street parties

The Hub's exercise program includes two walking groups, strength and balance classes, Pilates, stretch and tone classes, Iyengar yoga and Zumba Gold. For our brains we have Tai Chi, Qi Gong and the speakers program. Computing Q and A is there for us to learn to upgrade our IT skills. The art classes have a dedicated following as do the Waverton Hub Singers and the Share Investment Group. Social activities include games, coffee mornings, neighbourhood gatherings, Sunday food safaris, wine tastings, cinema and theatre parties; and a Trivial Pursuit team.

Prospective members are encouraged to come along to an activity as a taster (try out) and then join the Hub.

The Hub has activities which engage with the general community and encourage age –friendliness e.g. Waverton Hub Singers at railway stations just before Christmas.

Initially the program of activities was based on feedback from the survey, what was reasonably easy to set up and where we had a couple of contributing members willing to lead the setting up process. Two of our teachers come from North Sydney Community Centre, two of our physical activities are

provided by NSW Healthy Lifestyle a part of Health Promotion (NSW Ministry of Health) <http://www.nslhd.health.nsw.gov.au/healthylifestyle>

We have negotiated discounts on fees for several Hub activities. Two activities, The Hub Singers and Petanque/ boules were suggestions from members at the time of the survey. Activities are modified in light of feedback e.g. Sunday Walks morphed into more leisurely Sunday Food Safaris. Between 10-20% of activities are discontinued for a range of reasons. e.g. leader drops out, numbers interested too low.

Pricing of activities

In February 2014 The Establishment Group agreed the following principles in regard to pricing activities:

Cost recovery; Charges as low as feasible; Hub member discounts apply where possible; some activities with no charge; encourage participants to take up a membership after two attendances; as consistent an approach as we can manage across activities; continue activities open to non-members, but with a price differential. We underwrite some activities where prepayment (e.g. theatre tickets) is needed. (more about this in delegations policy below)

Subsidies for members to enable them to attend a course

From time to time we provide subsidies for low income members to participate in activities, and purchase equipment.

In the main professional teachers (yoga ,pilates stretch and tone, Zumba) provide their own equipment.

SERVICES

The Hub is now giving priority to enabling members to access services.

We have an 'ask a member first' policy and rely on members' good sense not to go beyond small task requests with this. (e.g. collecting mail when away, putting bins out). We rely on our strategic partners for the provision of services.

From time to time we let members know through our Newsletter Hubbub about local business Hub discounts(local plumber does not charge a call out fee); Free Smoke Alarm checking service; home hospicing service providers; key changes to Commonwealth Aged Care system.

With no paid staff, Waverton Hub has not set up a preferred provider system. We did explore doing this but found it was way beyond our resources. Members informally exchange information about reliable tradespeople with Hot Tips section in weekly Enews and Hubbub. There is a section on the website for members to ask questions.

We did consider a bartering /Time bank system. But we realised that the members who need the Hub most are least likely to be able to be a contributing member and earn barter points. It is also a lot of work and somewhat dependent on high IT literacy.

We have entered into Memoranda of Understanding with four key strategic partners – Crows Nest Centre; Lane Cove Community Services and Maintenance; Lower North Shore Community Transport and Greenwich Hospital. We are in process of having these with two other local hospitals – Mater and Royal North Shore.

'I value the Hub working in partnership with local community support services'

Denise Ward , Executive Officer, Crows Nest Centre

There is mutual benefit from these arrangements and quite a bit of reciprocity e.g. Hub members enrol in the Crows Nest Centre (CNC) Computer classes. Hub members make use of Crows Nest Centre Meals on Wheels and linen services. Lane Cove Northside Community Service (LCNCS) has an excellent maintenance service which the Hub recommends to its members. The Hub has provided advice to LCNCS about how to set up a Hub. Hub members work as volunteers for the Crows Nest Centre.

We are currently strengthening links with local hospitals and a palliative care provider. One of the local hospitals, the Mater in Crows Nest has a visiting scheme, LinkAge, which we are seeking to engage with.

We are fortunate to have as a Board member a leading geriatrician, Dr Terry Finnegan. Terry is Clinical Director, Division of Medicine and Senior Staff Specialist in Geriatric Medicine at Royal North Shore North Shore (RNSH).

The Crows Nest Uniting Church is a strong supporter of the Hub. The Uniting Church Community Hall at Waverton is the Hub's main venue for its activities. In their letter to the Hub when the arrangement was put in place (April 2013) Rev Chris Udy and Peter Butt Chair, Crows Nest Uniting Church Council wrote:

'The Crows Nest Uniting Church hopes to foster a 'welcoming, spirited community', not only among its members, but among our neighbours, and we believe the goals and activities of the Waverton Hub are strongly consistent with our vision. The Council has asked Paul Howell and Bessie Doubleton, who are members of our property committee, to meet you and Graeme at the Waverton Uniting Church Community Hall and provide you with the information you have requested on conditions of use and associated costs.

The Council supported the principle that financial arrangements would be on a 'cost recovery' basis. Our hope is that the Crows Nest Uniting Church Congregation and the Waverton Hub can find many ways to co-operate and build a sense of community in the local area. We thank you once again for your initiatives and the creative thinking behind them.'

The Hub is popular with researchers. Researchers in Sydney based universities regularly contact the Hub to see if members are interested in participating in studies. e.g. George Institute – fitness study; Macquarie driving and dementia PhD research – using a driving simulator; Sydney – use of IT.

The Hub has addressed Regional Interagency meetings and is a member of the North Sydney Aged and Disability Network and the Sydney North Health Network.

'We come and go between Wagga and Waverton. Joining the Hub has been great for meeting people. We especially enjoy yoga, walks and wine tasting'

Annette

COMMUNICATIONS

Our approach is to use all channels to reach our members – word of mouth, Hubbub quarterly newsletter, our website, weekly Enews (a weekly email), snail mail to members (around 20) who do not use email, posters at various spots around Wollstonecraft and Waverton. We have boxes of copies of Hubbub in the local pharmacy and butcher. We also have boxes of Hubbubs at both railway stations, next to our membership poster. Our local council North Sydney Council generously provide us with a phone number on which people can leave us a message. One member checks messages regularly and passes them on to other member to action.

Because we were the first Hub of our type in Australia we had quite a bit of media coverage initially. This helped get the word out. We received good coverage in our local paper when we first started and when we won awards (Australia Day). We have an experienced journalist Friend of the Hub who writes stories and submits them to a local paper. Having a website is important as is having a simple booking system for events. Many of our activities are on a 'just turn up basis'. Some members rely on sending us a return email. wavertonhub@gmail.com We suggest you set up an email (e.g. gmail Yahoo) address up very early. Similarly reserve a domain name for your website as soon as possible.

Website www.wavertonhub.com.au

The Hub website has some very useful features- events calendar, manage my bookings, member application, contact us, about us, latest news, strategic partners, and advice. Some of these features are for member access only. As at July 2016 we are in the process of doing a major upgrade to our website. New features include

- Events booking via clicking on link in Hub weekly Enews and Hubbub;
- Ability to run small surveys;
- Online Financial gateway to pay membership and booked events

We have a Facebook page

<https://www.facebook.com/thewavertonhub/>

We are setting up a blog mainly for people interested in setting up a Hub.

We put a lot of effort into design and layout of newsletters and weekly Enews because we realise most people just scan these.



A renowned cinematographer Anna Howard who lives locally made a 5 minute documentary about the Hub. This and a 30 second spot can be viewed on our website.

Marketing/ Discounts /local businesses

We sent a letter introducing the Hub to about a hundred doctors nearby. There was very little response. We are planning to follow up with letters to practice managers. The local Interagency is very interested in the Hub and we have made presentations to them and other local groups (Zonta, Precinct Committees, and Rotary)

Two Board members met with local real estate agents who are now aware of us. There was some talk of sponsorship but this was tricky because of varying opinions on the merits of different agents.

Hub Policy re real estate agents March 2014

- To thank two members for their efforts in meeting with real estate agents in the district;
- To seek advice from The Hub's IT Manager about the capacity of the Hub website to create links to multiple businesses that sponsor the Hub or provide discounts to Hub members and in further discussion with the agency:
- To thank firms for their offer of support.
- To advise that the Hub's policy is not to enter into exclusive arrangements with any real estate agent in the district
- To decline the offer of basic design services for Hubbub and the sponsorship notation on Hubbub
- To accept the offer of Hub membership gifts to purchasers of local properties; and the emailing of Waverton owners advising them of the Hub and providing a link to the Hub website; and advise that the Hub may also seek and accept similar sponsorship offers from other real estate agents in the district.

“ Since I joined the Hub my family has stopped pestering me about going into a retirement village.” Pam 85

There have been suggestions that we connect with local podiatrists but we haven't done this as yet.

Medicare Local gave the Hub a grant of \$2,000 so that it could run strength and balance classes. These are subsidised and cost \$5 per class.

One local health service provider gives Hub members a 10% discount.

Policy re discounts to Hub members from local businesses.

In July 2014 The Establishment Group resolved that

- Offers of discounts to members from local businesses would be listed on Hub website with note that this does not mean endorsement of the service or product.
- Members will be encouraged to give feedback on

experience of offers via website 'Advice' page when further developed.

- When membership needs survey undertaken, include a question on member offers and their interest to members.
- Board will periodically review experience with Members offers.

We have given members business cards with the Hub logo so they can exchange contact details with each other. These are used by some members but many already have their own cards which they prefer to use.

One member of the Board is the Hub's IT manager. Another Board member chairs the Communications Committee, edits Hubbub and the weekly Enews and arranges distribution of hard copies of Hubbub.

WELL RUN SUSTAINABLE ORGANISATION

We have set up lean management and administration systems.

DATA BASES

Setting up the databases is an important early step.

Initially these will be lists of people who might be interested in helping start the Hub.

After the Survey is completed you can build a list of potential Hub members. This is the group you will invite to the Information Sessions. Once people start joining you will need three lists – paid up members, potential members; and a mixed group of key opinion leaders, strategic partners, interested neighbouring organisations, media etc.

At first you can use simple gmail database but as membership grows a more advanced database is needed so that you can extract groups by, for example

- Interest in activities (drawn from membership forms)
- Geographic location (e.g. for neighbourhood gatherings)
- Age
- Gender

As well lists of guests (non –members) to be invited to Hub Christmas parties, AGM etc.

The database is needed for:

- Membership fee collection and renewal
- Reconciliation of banking with membership applications and renewals

The Hub's database manager put together a set of procedures. We are in the process of upgrading our system and are looking to have features such as:

- Upgrade member and other databases and secure them so that we can job share this work. Convenors will have access to activity group members and their email addresses
- Membership -interface member information and booking information with back end database

MANAGING RISK

The Hub Board takes very seriously the importance of assessing and managing risk.

The Hub has both Public Liability Insurance and Association Insurance.

Professional trainers who lead activities are required to have insurance cover and show a copy of current cover to Hub activity leader.

As part of the Hub management system we have a Compliance schedule which we update annually.

A major risk the Hub is aware is that a handful of people do much of the core work of The Hub.

We are working to streamline our systems, record our processes and policies and job share and capacity build to mitigate this risk. We talk about our fall back positions. e.g. If the Hub website fell over we would revert to paper; if the Hub ceases to operate a lots of activities would continue and we have strengthened community and changed the culture to age friendliness which we hope will flourish.

JOB SHARING AND CAPACITY BUILDING

Crucial to the Hub activities are the leaders of activities. The Hub has a strong job – share policy. Job shares are advertised in the weekly Enews that goes out to all members. At times we ask a member who has shown an interest in an aspect of the Hub's work to take on a task. E.g. Transport liaison. We have also found that contributing members need to have time off or hand the job over to someone else. E.g. The Hub's Community Hall Liaison job sharers rotate year to year. With event organisation we prepare a checklist to guide the members taking on the task. During the establishment stage we conducted a half day Orientation Session for activity leaders. First Aid Training was also conducted. The Chair of the Activities, Coordination Committee has prepared Guidance Material for convenors/ activity leaders. This is updated from time to time.

BANKING AND FINANCIAL SYSTEMS

The Hub has a Community discount not for profit Organisation account with Westpac Bank

<http://www.westpac.com.au/business-banking/savings-accounts/not-for-profit/community-nfp-accts-promo-lp/> Other banks and credit unions have similar accounts available. The Hub makes use of the Reserve Bonus account. The Hub bookkeeper, one of the Hub's contributing members, set up our accounts system using Quicken Books. We have a very simple chart of accounts.

TAX, GST AND AUSTRALIAN BUSINESS NUMBER (ABN)

- The Hub is exempt from income tax
- The Hub is not registered for GST credits

The Hub has an Australian business number (ABN), a single identifier used to deal with the ATO and other government departments and agencies and authorities and private companies e.g. grant applications and to access possible concessions such as software discounts for not for profits. We have no employees and do not deal with investment bodies.

DELEGATIONS POLICY

The Hub has a simple delegations policy whereby 2 Board members are authorised to expend up to \$3,000 on an activity, service, or goods which fits with the existing policy of Hub. Such expenditure is reported to the next Board meeting for information. In July 2014 the Establishment Group agreed a Hub Policy for underwriting future activities:

- The Hub should only advance the ticket costs of an activity when there is some urgency about securing tickets.
- The organiser of the activity is responsible for ensuring that all costs are reimbursed.
- As little administrative burden as possible is involved.
- The Convenor of the Activities Coordination Committee and one other Board member are authorised to do a risk assessment and approve advance purchase of tickets,
- A total float for multiple events of \$3,000

HUB OFFICE

The North Sydney Council has given the Hub office space, meeting rooms and a phone number with Messagebank.

At present most of the workload of the Hub Office falls mainly on one person. We are in the process of upgrading the system so that this work can be job shared more.

When the Hub was in Establishment Stage it had a Waverton Hub Office (The WHO) Group who worked together very effectively.

TRADEMARK REGISTRATION.

The Hub has registered its logo as a trademark.

RECORDS KEEPING AND SECURITY

The Hub has a Dropbox for Hub records. This system is backed up. The North Sydney Rotary Club gave the Hub two laptops and one of these is used for the back-up system. This has been strengthened to secure files from new very destructive viruses.

MEMBERSHIP FEE COLLECTION AND RENEWAL

The bank account is accessed daily to determine any movement in the account. When new members transfer funds electronically (EFT) we follow members up for their completed Member Application form. The member is then given a membership card. The bank movements are also recorded on our Quicken Accounting system.

ASSESSING MEMBERSHIP APPLICATIONS

In the USA the Boards of Villages (Hubs) assess membership applications. We have not done this because we have not felt the need to do so.

APPRECIATION

We receive a lot of help from the community members and by way of thanking and acknowledging this we present Certificates of Appreciation.

GOVERNANCE

ESTABLISHMENT GROUP

Here is how the Establishment Group worked.

Terms of Reference for Establishment Group

Over a period of 6 months from xx date

- i. Commence a member-driven and member-funded organisation to enable local residents to safely and successfully continue to enjoy life to the fullest as they age
- ii. Inform and engage local residents and supporters and provide a range of ‘taster’ activities and events to potential members. This will help build a solid membership base
- iii. By xx date recommend and establish the governance structure for the ongoing organisation. Incorporated association, cooperative, committee of existing not for profit. This may include recommending a Committee structure and strategic partnerships too.
- iv. Establish the financial and accountability systems including those needed to meet grantors’ requirements (e.g. Council)

Mode of Operation

- The Establishment Group met regularly with working groups doing strands of work
- The chair and note taker roles were decided by the Establishment Group at its first meeting xx date

Composition of Establishment Group

The Establishment Group was a non-member entity i.e. appointed not elected. This was necessary until the Hub was incorporated with financial members who could elect a Board.

The Establishment Stage took Waverton Hub about fifteen months (April 2013 – July 2014)

There is a critical point during the feasibility stage that you know you are going to go ahead and set up a Hub. So there is quite a bit of crossover between stages.

Our critical point was when we had the survey results in March – April 2013 and realised we had set up a community expectation and that if there was a positive response to the Survey then we would go with establishing the Hub.

In the transition from Feasibility stage to the Establishment stage we pulled together our Establishment Group. Some Steering Group members did not continue as members of the Establishment Group.

There was some change in the membership of the Establishment Group over the 15 months to the Annual General Meeting on 30 July 2014 when the Waverton Hub Board was elected. In all 14 of us worked as Establishment Group members. It was a wonderful hard working group of people who brought different expertise and experience to the task of setting up the Hub. From the CV’s attached at the end of this manual you can see we had a good mix of skills.

From the survey and initial Information Sessions we had a group of 40 (growing later to 80) contributing members who did the work. We put great emphasis on job sharing and tried to keep maximum hours per week to 15 hours. But a few of us had to put in a lot more hours than this to establish the Hub.

We decided early on that without paid staff we would not be able to offer services to the extent listed in the survey. The Waverton Hub is not alone in this.

In the recent evaluation in the USA “*The Impact of the Village Model on Health Well Being Service Access and Social engagement of Older Adults*”

Journal Health Education and behaviour Sage Publication 2014

Carrie L. Graham, Andrew E. Scharlach and Jennifer Price Wolf conclude

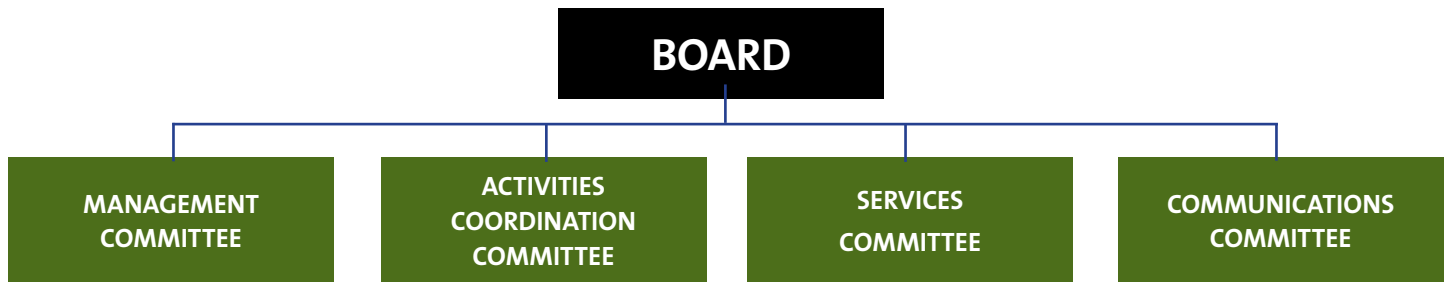
‘This study suggests that Villages represent a promising new model, with the potential for positively affecting seniors in ways that may reduce social isolation, expand access to services, increase the well-being, and increase seniors’ confidence in their ability to age in their own homes. Members reporting the greatest impacts are those who participate in Village-sponsored social and education events, use companionship services, volunteering, or receive technology assistance. However, Villages appear to have less impact for those members in worse health.’

<http://www.ncbi.nlm.nih.gov/pubmed/24799128>

So when establishing your Hub try to avoid raising expectations that you cannot meet.



THE BOARD OF DIRECTORS



The Waverton Hub held its First Annual General Meeting on the 30 July 2014.

Set out below are our governance arrangements

TERMS OF REFERENCE

1. PURPOSE

The Board of Directors leads the Waverton Hub to meet its objective as stated in the Hub's constitution i.e. "to provide a sustainable member-developed and member-driven organisation to enable the local residents of Waverton, Wollstonecraft and nearby neighbourhoods to safely and successfully continue to enjoy life in their own homes as they age."

2.ROLE

The Board's governance role requires the Board to provide strong committed strategic leadership, safeguard the organisation's interests, ensure accountability and ensure long-term viability.

3. FUNCTIONS AND RESPONSIBILITIES

The main functions and responsibilities of the Board are to:

- 3.1 Describe the organisation's values, vision and purpose.
- 3.2 Set the strategic direction, objectives. Review current and future goals .As the Hub is a national prototype, the Board will respond to approaches from other Hubs being set up in Australia and liaise from time with the Village to Village Movement in the USA.
- 3.3 Ensure the Hub is strongly member oriented
- 3.4 Model the Hub culture – member to member – a mutual, local, responsive.
- 3.5 Set the ethical framework for the organisation
- 3.6 Define the management delegations
- 3.7 Ensure there are no unreasonable workloads on key Hub members
- 3.8 Monitor the performance of the organisation
- 3.9 Oversee the organisation's finances
- 3.10 Ensure effective risk management

- 3.11 Ensure compliance with policies, laws and regulations
- 3.12 Ensure that the Board's own governance structure and processes are effective, Board and individual directors
- 3.13 Make a recommendation to the Annual General Meeting to appoint a Patron of the Association
- 3.14 Establish committee system. Four Committees report to the Board
 - Management
 - Activities Coordination
 - Services
 - Communications
- 3.15 Orientation of new Board Members

4. BOARD COMPOSITION

The Board should be made up of people with an appropriate range of skills to ensure that it can do its job well.

The Hub constitution states "The Board shall consist of a President, Secretary, and Treasurer and up to nine other Board Members all as elected annually at the Annual General Meeting." Hub Board comprises up to twelve members.

Please note there is also a Public Officer of the Hub. In keeping with job sharing principle, The Board may appoint a Deputy President, Assistant Secretary and Assistant Treasurer.

5. MODE OF OPERATION

- 5.1 Meeting frequency .The Constitution requires a minimum 4 meetings a year The Board shall meet at least quarterly and more frequently at its discretion. (The Board meets six times a year)
- 5.2 All main Committees of the Board will be chaired by a Board member
- 5.3 Wherever possible job sharing arrangements will be put in place
- 5.4 Meeting agendas and business papers. Members wishing to place items on the agenda must notify the Committee Secretary at least ten

THE BOARD (CONTINUED)

working days prior to the scheduled meeting. The agenda and relevant papers will be approved by the Chair prior to distribution. The agenda and relevant papers will be sent out to all members a minimum of five working days prior to the meeting. Late agenda items will be tabled at the discretion of the Chair. Draft minutes/decision action schedule will be distributed within seven working days of the meeting for endorsement

6 MEETING PROCEDURE

6.1 Decisions by consensus (i.e. members are satisfied with the decision even though it may not be their first choice) If consensus not possible then by majority vote. In the case of a tied vote the Chair shall have a casting vote as well as a deliberative vote.

Quorum is four members. In the absence of a quorum, the meeting may continue at the Chair's discretion with any items requiring decision to be deferred and circulated following the meeting to Members as an Out-of-Session item.

If members do not attend for three meetings in a row, then their membership will be reviewed by the group (unless there are extenuating circumstances as determined by the members).

6.2 Out of session decision making. Any urgent matters unable to be deferred to next meeting or any follow up decisions may be managed as an Out-of-Session item. The Out-of-Session item will be sent to the Board members via email with a requested response date. For a resolution to be approved, the majority of members must indicate their endorsement by the response date. If members do not respond, it will be assumed that they are supportive and/or agree with the matter. If approved, the resolution will be noted on agenda paper of the next meeting and included in the minutes. If not endorsed by a majority of members, the item will be deferred until the next meeting.

6.3 Confidentiality: Members may receive information that is regarded as 'commercial-in-confidence', clinically confidential or have privacy implications. Members acknowledge their responsibility to maintain confidentiality of all information that is not in the public domain.

6.4 These Terms of Reference will be reviewed at 3 yearly intervals, or earlier if the Board agrees.

The roles of the President, Secretary and Treasurer and the four Committees of the Board are detailed in the appendix at the end of the manual.

7 MEETINGS OF BOARD AND COMMITTEES

We keep meetings and meeting times to a minimum. Board meetings take no more than two hours.

We make use of out of session decision making procedures via email. The Board's precursor, The Waverton Hub Establishment Group (WHEG) worked in a similar way. We had several social gatherings (in members' homes) when we were first established so that Board/WHEG members got to know each other better outside of the meeting environment.

The Board has the following agenda items each meeting

- Welcome and apologies
- Declaration of interests
- Endorsement out of session decisions; noting of major developments since last meeting
- Governance and Policy Development
- Strategic partnerships
- Committee reports-Management including financial report; approvals by delegation; upcoming expenditure flagged; membership analysis incl renewals rate; Activities; Services; Communications
- External Meetings attended
- External Meetings coming up
- Close of meeting

Lunch or morning tea depending on time meeting held.

Following are several examples of agenda, minutes, action schedules. Attachments to agendas have not been included here.

CONSTITUTION

Our Constitution is based on the NSW Fair Trading model constitution.

Depending on how you set up, you may not need to incorporate as you may have a parent organisation that will auspice you and you can sit under as a committee/working group.

The Hub Constitution can be read in full in the appendix at the end of the manual.

OBJECT OF CONSTITUTION

As stated in the constitution The Waverton Hub's object '*is to provide a sustainable member-developed and member-driven organisation to enable the local residents of Waverton, Wollstonecraft and nearby neighbourhoods to safely and successfully continue to enjoy life in their own homes as they age.*'

If your Hub is to be for the general community you could modify this.

MEMBERS' AGE

The Hub constitution states that

The Board may admit as a Member any person over 18 years of age whom it considers

- a) Endorses the World Health Organisation's definition of Active Ageing:

"It allows people to realise their potential for physical, social, and mental well-being throughout the life course and to participate in society according to their needs, desires and capacities, while providing them adequate protection, security and care when they require assistance."

(WHO Active Ageing: A Policy Framework 2002).

- b) Supports the object of the Waverton Hub

For a General Community Hub broader language is needed – Greenwich Hub objectives are useful for this <http://www.greenwichhub.org.au/who-we-are/>

OTHER GOVERNANCE MATTERS

CHARITABLE ORGANISATION STATUS

The Hub Constitution meets the requirements for registration as a Charity. The Waverton Hub has decided not to apply /to apply for this status.

Our main reasons for this are

- We want to stay lean
- Waverton Wollstonecraft residents are mainly in high socio economic groups. Around 50 of our members have subsidised membership as they are recipients of a full Commonwealth pension but we don't feel this is enough of a justification to apply for this status.

Thus The Waverton Hub is not eligible for Tax deductibility for donations. It is not a public benevolent institution (and does not have the related benefits of becoming a deductible gift recipient (DGR). In order to qualify as a 'public benevolent institution' the Australian Charities and Not-for-profits Commission ACNC states that a charity will only be approved if its purposes are to try to meet a need that is:

- Significant enough (and the circumstances difficult enough) to arouse compassion in people in the community
- Beyond the suffering experienced as part of ordinary daily life, and
- Concrete enough – aimed at helping people who are recognisably in need of benevolence.

The purposes of The Waverton Hub Inc. are aimed at supporting people who are experiencing the usual or ordinary effects of ageing. Its primary objects and activities are not focused on the relief of poverty,

suffering or disability in the way those terms are used and understood by the ACNC.

GUIDING PRINCIPLES ,CODE OF CONDUCT, RIGHTS AND RESPONSIBILITIES, PRIVACY POLICY, CONFLICT OF INTEREST POLICY

This is one of the Hub's most important policy documents which can be found in the appendices at the end of the manual.

PUBLIC OFFICER.

If yours is an Incorporated Association you need to appoint a Public Officer. A Public Officer is the official point of contact for an incorporated association and one of the authorised signatories. A committee member, an ordinary member or a person outside the association may hold the position of public officer. They must be over 18 years of age and reside in New South Wales. An association's incorporation may be cancelled if the public officer does not comply with these requirements.

ANNUAL GENERAL MEETING

ANNUAL GENERAL MEETINGS (AGM) AND ELECTION OF THE BOARD

The Hub Constitution sets out what needs to be done for the AGM. The Annual General Meeting shall be held within 12 weeks of 30th June each year.

The business to be transacted at every Annual General Meeting shall include:

- The receipt of the Annual Report of the Board and the Income and Expenditure accounts for the preceding year;
- The election of the President, and the Secretary, the Treasurer and Members of the Board(up to nine). Nominations for the Board shall be in writing and signed by a nominator and a seconder and consented to by the nominee and shall be lodged with the Secretary not less than 21 days prior to the date of the Annual General Meeting. The Secretary shall notify the Members of such nominations when giving notice of the Annual General Meeting.

The quorum is 10 Members or 5 per cent of the Members (whichever is greater)

THE TIMELINE WE USE AT WAVERTON HUB IN THE LEAD UP TO THE ANNUAL GENERAL MEETING

At a March/April Board meeting

- Confirm who is stepping down from Board – not seeking re- election to Board
- Confirm Board members likely to be seeking election to the Board. Ascertain who of these would be willing to stand for President Secretary

and Treasurer positions. Job descriptions / expected hours of work per month for Board Members

- Identify gaps
Broad skills and experience we need amongst Board members Communications, Financial, Community development, events organization, management.
Specific – member relations, organizational development, community relations, compliance, risk management, project management, strategic planning, information technology
- Agree schedule for upcoming AGM and Board elections
- Appoint Nominations Committee – members of Hub but not Board members

ROLE OF NOMINATIONS COMMITTEE

Call nominations for President Secretary Treasurer, 9 Directors. When calling for nominations advise at the same time that some current Board members have nominated for some positions. In calling for nominations from all members for all positions put simple job descriptions up on the web site. During this phase (3 weeks: say 1-22 June) Nominations Committee can openly and directly approach selected members and explore their interest in nominating. Once nominations have closed Nominations Committee does ASIC check to ensure no nominees are banned or disqualified persons.

TIMELINE GUIDE		
Process	Date e.g.	Comments
Board Decide date of AGM	December previous year	Should be held within 12 weeks of 30th June each year
Board Meeting Review draft Annual Report Appoint Nominations Committee	March /April Meeting of Board	
Call for Board nominations 6-7 weeks before AGM	Mon 1 June	Winter Hubbub; All member email
Close nominations 3-4 weeks before AGM	Mon 22 June	Check ASIC- disqualified persons list Nominations Committee
Notice of Waverton Hub AGM and Board Election to all financial members (at least 21 days notice)	Mon 29 June	Preliminary notice in Winter Hubbub All member email (some by post) with notice of meeting, Annual Report including Treasurer’s Report and Income and Expenditure Statement list of nominees and short CV’s; Proxy forms if elections are necessary
Invitation to guests to attend	Mon 29 June	
AGM at local Club. Followed by afternoon tea/wine tasting and dinner	Wed 29 July	Membership renewals table

REPORTING REQUIREMENTS AFTER AGM

Under The Associations Incorporation Act 2009 NSW (AIA) The Hub is classified as a small Tier 2 organization it does not have to have its accounts audited.

The NSW Act divides associations into two tiers for reporting purposes.

Larger, or Tier 1 associations, whose gross receipts exceed \$250,000 or current assets exceed \$500,000 are required to submit audited financial statements each year to the members at the AGM.

Smaller, or Tier 2 associations are required to submit a summary of their financial affairs to the AGM.

Associations must lodge annual financial summaries in the approved form with the Director-General within 1 month after the AGM.

The association must ensure that an Annual summary of financial affairs (Form A12) for the financial year is lodged with the Director-General 1 month after the AGM which must be held within 6 months of the end of the financial year unless approval has been granted for an extension of time to hold the AGM.

Fees apply for the lodgement of an Annual summary of financial affairs (Form A12): · If lodged not more than one month after the annual AGM the fee is \$54.00. Send form to Registry Services, PO Box 22, Bathurst. Higher fees apply if you lodge form late.

STAGE 3: CONSOLIDATION

You will know when your Hub has reached consolidation stage. Members are renewing, systems are working well and there are fewer emerging issues coming before the Board, and the Board may have the capacity to take on more advocacy issues (e.g. changes to Commonwealth age care system). Committees can meet less frequently.

At this stage the Board needs to be very conscious of Hub sustainability issues. Self sufficiency is a fine thing but contributing members may be signalling that the need to “take a break”. After all, if yours is a Hub for ageing well at home then Board members, activity leaders and other contributing members may be feeling their age.

So revitalisation needs to be a focus of the Board. This means finding younger members who are willing to take on leadership roles, activity convenors, job sharing of management and administrative work.

As well the mix of activities may change with the needs of older members for services. E.g. Access to home hospicing providers, home visiting, respite care for members caring for ailing partners. The Hub is looking to its strategic partners for these services. We are also exploring Compassionate Communities and are involved with the Sustainability Waverton Group – a spin off from the Hub and the local Precinct Committee.

EVALUATION

We plan to undertake an evaluation of the Waverton Hub when we have the resources to do so.

At its July 2014 meeting the Establishment Group identified the need for a serious evaluation of what the success factors of the Hub are. The evaluation needs to take account of the changing government policy context and resulting dramatic changes. Also it needs to look at how the Hub will meet the needs of the mainly 60-70 yr. old current membership as we get into our eighties- sustainability of current Hub model.

The USA Villages movement has been well evaluated by Professor Andrew Scharlach and his colleagues.

http://www.sfi.dk/impact_evaluation_research_on_aging_in_place-8256.aspx

MOIRA AND JEAN



In 2011, Moira (88) was living in a nursing home and was told she had just weeks to live.

Her friend Jean had been visiting Moira every day and feeding her. Moira wanted to go home and die peacefully in her own home in Waverton. Jean installed equipment including a lifter and brought Moira home. She put a notice for help on the Waverton Notice Board.

Local women including Vera Yee (a member of the Hub Establishment Group), and other neighbours, Debra and Nobuko helped Jean care for Moira. They and other women went 3 times a day to help.

In May 2013, 2 weeks after her 90th birthday and two years after her expected demise, Moira died as she had wished- peacefully in her own home. Jean is over 80 herself. Jean now organises the Hub art classes.

The story of Moira and Jean is the story of community at work. It illustrates one way we want the Hub to work.

THE HUB TICKS A LOT OF BOXES

- ✓ Social inclusion/community development
- ✓ Care, friendship, community and solidarity networks
- ✓ Builds civil society (an active participatory citizenry)
- ✓ Helps members negotiate the aged care system
- ✓ Helps build people's skills and employability; giving us meaningful work. We are social entrepreneurs
- ✓ Founded on public health principles – health promotion, which emphasises participation and involvement and can be linked to saving the public purse through prevention of the chronic illnesses that beset us as we age
- ✓ Links locality based work with broader ideas and values such as affordable aged care, inclusion, co-operation, respect for difference, sharing of resources, operating as a mutual, and job sharing.

THE FUTURE: A NETWORK OF HUBS IN AUSTRALIA

We have great belief in the Waverton Hub model. We are hopeful that there will be several Hubs established in Australia in the next couple of years. We will be able to exchange information about what works in the Australian environment. At some point Commonwealth and state governments are going to acknowledge Hubs as part of the aged care in Australia. With the model proven in Australia we will be in a much stronger position to advocate for resources for Hubs.

“At the advanced age of 90, I am greatly comforted to be a member of our Waverton Hub. Although my working daughter and I share our home, I am still able to do some of the daily chores. I am grateful for the dedication of the volunteers in the Hub who provide the great variety of activities for the enjoyment and help older people to allow them to remain in their homes in familiar surroundings.”

Mavis

ACKNOWLEDGEMENTS

Botanica Café, Beacon Hill Village (USA) Chesters Pharmacy, Crows Nest Centre, Crows Nest Uniting Church, DLA Piper, Lower North Shore Community Transport, North Sydney Council and staff, Northern Sydney Local Health District Healthy Lifestyle, Lane Cove & Northside Community Services Maintenance Service, Neil Lawrence, Deborah Light, Mosman Daily, Steve Mullarkey, NSW Dept. of Family and Community Services, Office for Ageing, Porters Liquor, Royal Ryde Rehab, Uniting NSWACT, Village to Village Network USA, Waverton North Sydney Club, Waverton Precinct Committee, Wollstonecraft Men's Shed, Wollstonecraft Club.

VILLAGE TO VILLAGE NETWORK IN THE USA. There are more than 205 Villages operating and an additional 150 Villages in development. <http://www.vtvnetwork.org> Membership fee of \$USD 375 a year you can become a member of the Village to Village Network. There is a \$USD 100 fee for start ups. This will give you access to the Village 101 Toolkit and a lot of other useful information. Waverton Hub is a member of this Network.

APPENDICES

To access these appendices go to www.wavertonhub.com.au and select The Waverton Hub Manual

STAGE 1 FEASIBILITY

Demographics Waverton Wollstonecraft 2011.pdf

2013 INITIAL SURVEY

Survey Poster.pdf

Hub-Community-Survey-Mar2013.pdf

Survey Promotion and distribution.pdf

Survey results tables final 10 May 2013.pdf

Hub Survey results summary 10 June.pdf

Survey_form SurveyMonkey 4 March version.pdf

Waverton-Hub-EOI respondents contact info.pdf

INFORMATION SESSIONS

First Hubbub newsletter.pdf

Flyer for info sessions.pdf

Information Sessions invitation.pdf

Info sessions program.pdf

Information Sessions checklist.pdf

Letter after first info sessions 19 July 13.pdf

STAGE 2 ESTABLISHMENT

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Cover letter re joining Hub.pdf

Hub Intro Brochure A4.pdf

Membership Application Form 2015-16.pdf

New Member with compliments slip v2.pdf

Reminder membership renewal.pdf

Talking points The Hub is its members.pdf

PARTICIPATION

Distribution of Hub contact cards.pdf

General members meeting Report_17 Mar 2016.pdf

General Members Meeting checklist May 2015.pdf

Neighbourhood-Gatherings-6 Feb 2015.pdf

Neighbourhood gatherings Invitation Template.pdf

Neighbourhood Gatherings Project.pdf

WELCOME

The Christmas Get-together _ call for hosts.pdf

Afternoon teas for new members.pdf

Monthly coffee invitation

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Activities procedures guidance.pdf

First meetings of activity groups summary.pdf

Meeting 1 Events 21 May 2013.pdf

Early Activities July 2013.pdf

Winter 2014 activities.pdf

Map Waverton Hub Meeting Places.pdf

Waverton Hub Activities Winter 2015.pdf

Pre Exercise Screening Form 2014.pdf

Hub activities & services table 3 May.pdf

OFFICIAL LAUNCH

Jobs before and on Launch day.pdf

Launch day arrangements.pdf

CULTURAL

Orpheum Theatre outing.pdf

Art class flyer.pdf

Program of Speakers Activity Sheet.pdf

Quilting class.pdf

Speaker First meeting report July 2013 ok.pdf

Speakers Group Contact Duties.pdf

LIFELONG LEARNING

Hub IT classes and cafe tutorials No 9.pdf

Computing Q and A Project Jan 2014.pdf

Hub Q and A Jan 2014 poster.pdf

Investment Group Guidelines.pdf

This Ageing Business talk.pdf

PHYSICAL

Flyer re Yoga.pdf

Hub Inaugural Walks Program.pdf

HUB walking group Meeting 1 report.pdf

Qigong Taster Course.pdf

Stepping On flyer.pdf

Taichi poster.pdf

Walking Group Activity Sheet No 1.pdf

SOCIAL

Garage sale flyer.pdf

New-years-eve invitation.pdf

WineTasting 30 July.pdf

Games Day setting up.pdf

SERVICES

Crows Nest Centre Hub MOU Oct 2014.pdf
Crows Nest Centre services discussion Mar 2016.pdf
MOU_Lane Cove C'ty Service.pdf
Transport and Community Hub MoU June 2015.pdf
Meeting notes C'ty transport Fri 5 April final.pdf
Transport Working Group-workplan.pdf
MOU_Greenwich Hospital_05.08.2016.pdf
Preferred Tradespeople coordinator Job share.pdf
Preferred Tradespeople Project.pdf
Recruiting PP Working Group members.pdf
Fire alarm fact sheet.pdf
Local Pharmacy offer.pdf
Paid Hub Manager Contract draft Jan 2014.pdf

COMMUNICATIONS

GENERAL

Communications Committee - duties.pdf
Job Sharing Hub editorial Group- April.pdf
Production and Distribution Spring Hubbub 2015.pdf
Hub Intro Brochure A4.pdf
Hub documentary project plan.pdf
Waverton Hub Photography Project.pdf

IT

Hub Website design brief final 16 May 2013.pdf
Website domain name 2016.pdf

LOGO AND STATIONERY

Logo 3 sizes.pdf
Hub logo.jpg
Christmas Hub logo.pdf
Hub With Compliments slip final 12 sept.pdf
Cert of Reg 1630886 Logo.jpg
Key message brief 3 June 2013.pdf

SAMPLES HUBBUB NEWSLETTER & ENEWS

Hubbub May 2013 First newsletter.pdf
Edition 3 Hubbub Spring 2013.pdf
Autumn Hubbub 2014.pdf
Hubbub Ed 8 Summer 14.pdf
Hubbub Ed 10 Winter 2015.pdf
Hubbub Winter 2016.pdf
eNews - Friday Aug 12 2016 final.pdf
Hub eNews July 2015.pdf

WELL RUN SUSTAINABLE ORGANISATION

STRATEGIC PLANNING

Feb 13- Nov 14 Hub timeline 15 April.pdf
Hub Business Plan 27 Feb 2013.pdf
Strategic Plan 2016-2018.pdf

SETTING UP AND REPORTING

Hub Cert of Incorporation 2013.pdf
Waverton Hub Inc ABN.pdf
Form 1 Fair Trading name.pdf
Form 2 Fair Trading register assn.pdf
Form for Fair Trading Annual Summary of Financial Affairs Form.pdf

FINANCES

Hub budget Bid Template April 2013.pdf
Hub-course-subsidy-June2014.pdf
Waverton Hub Annual Report 2014-2015.pdf

ADMINISTRATION

Procedures for handling mail.pdf

MANAGING RISK

Insurance Public Liability WH 2015-2016.pdf
DUAL Australia Assoc. Liability 0509.pdf
Compliance Calendar update June 2016.pdf
Risk Assessment and Management July 2013
Waverton Hub Incident report form Aug 2013.pdf

JOB SHARING

Hub job share descriptions Oct 2015.pdf
Hub job share descriptions Dec report.pdf
Phone messages job sharing.pdf
Membership coordinator Job share 11 June draft.pdf

ADVOCACY

Example of advocacy letter to MP May 2015.pdf

GOVERNANCE

STEERING GROUP

Steering Group Agenda.pdf

WAVERTON HUB ESTABLISHMENT GROUP (WHEG)

Establishment Group T of R.pdf
HUB Establishment plan 15 April 2013.pdf
WHEG Meeting 1 agenda 15 April.pdf
Decision-action-schedule-WHEG-Meeting-1.pdf
WHEG CVs.pdf
WHEG Meeting 3 27 May 2013 Agenda.pdf

WHEG Working Groups.pdf
Agenda WHO meeting 3 15 July.pdf
WHO decision schedule.pdf
Hub pricing policy Sept 2013 ATT 6.pdf
Job Sharing Hub Editorial Group - April.pdf
Minutes Meeting 10 WHEG July 2014.pdf

BOARD OF DIRECTORS

Hub Governance_roles & responsibilities_2016.pdf
Office Bearers Responsibilities August 2014.pdf
Guiding Principles and Privacy Policies.pdf
Orientation of New Members 2016.pdf
Meeting 1 Board August 2014.pdf
Minutes Board Meeting 1, August 2014.pdf
Agenda_Brd Mtg 12.pdf
Minutes of Board Meeting.pdf
Agenda_Brd Mtg 13_Aug 22.pdf

CONSTITUTION

Waverton Hub Inc Constitution.pdf

ANNUAL GENERAL MEETINGS

30 July 2014 First AGM minutes.pdf
2016 AGM Notice of Mtg & Agenda.pdf
2016 AGM Running Sheet_060816.pdf

ANNUAL REPORTS

Hub Annual Report 2014-2015.pdf
Waverton Hub Annual Report 2013-14.pdf
Waverton Hub Annual Report 2015-2016.pdf

BOARD NOMINATIONS PROCESS

2016 Call for Nominations_Hub Board.pdf
2016 Email form final.pdf
2016 Email to new Brd Mbr_info & CV request.pdf
Hub Board_Nomination Form_ final.pdf
2016 Hub Board_CVs.pdf
ASIC check.pdf
Nominations report to AGM.pdf

BACKGROUND INFORMATION

Waverton Hub Economic Briefing Feb 2014.pdf
Support letter NSW Health 2012.pdf
Scharlach useful research summary.pdf
UC Berkeley evaluation ScharlachEtAl2011.pdf
Waverton Hub Story So Far_August 2016.pdf
IP agreement template.pdf

