

Surf Coast Shire Council

Positive Ageing Strategy 2015-18



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1. Executive Summary

1.1 Introduction

Surf Coast Shire Council's *Positive Ageing Strategy 2015-18* is intended to guide the ongoing development and delivery of programs and services for Surf Coast's older citizens.

The process of developing the strategy involved:

- reviewing its predecessor, the *Surf Coast Positive Ageing Strategy 2009*, as a key strategy of the *Surf Coast Shire Council Plan 2013-17*
- a three-pronged research approach, involving desktop research, demographic analysis and community consultation, which provided the strategy's operational and strategic context, and informed the development of its key themes
- meetings with Positive Ageing Unit staff members to discuss key findings and determine strategic directions, including goals, related strategies, actions and outputs
- briefings with Council and the Executive Management Team to seek feedback in relation to the directions outlined in the draft strategy, and
- a public exhibition process to seek community feedback.

1.2 Context

The strategy sits under the umbrella of the *Council Plan 2013-17* and aligns with its themes, objectives and goals, as well as those of the *Surf Coast Shire Council Health and Wellbeing Plan 2013-17*, and the *Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-24*.

1.2.2 Operating environment

Change represents a key environmental factor. Internally, the organisation continues to evolve with the recent review of the organisation's long-term financial position. This may impact on future services and infrastructure provision.

The external environment is characterised by ongoing political and economic volatility, which influences Council's services approach. Population growth, changing demographics and urban development are contributing to significant changes in Surf Coast's sense of place with substantial social impacts, including increasing complexity in terms of community needs.

There have also been significant policy shifts at Victorian and Federal Government levels including the Commonwealth Age Care Reform, the 2015 transition of responsibility from the State to the Commonwealth for all aged care programs and services for people over 65 and the ongoing roll-out of the National Disability Insurance Scheme (NDIS).

This environment significantly impacts Council's ability to deliver services and infrastructure to meet the demands of Surf Coast Shire's ageing community.

1. Executive Summary (cont.)

1.2.3 Our community

Based on 2011 census data, older citizens currently represent about 14 per cent of Surf Coast Shire's total population with this demographic forecast to double by 2031, representing 17 per cent of the total population at that time. At a township level, Torquay shows the strongest growth forecast (21%) followed by Torquay North (15%) while smaller townships (eg Anglesea, Aireys Inlet, Lorne, Deans Marsh) show increases between five and nine per cent.

The community consultation identified getting around, knowing what's going on, the importance of family and social connections, and maintaining health and wellbeing as significant issues.

1.3 Key themes

As outlined above, the research phase provided a solid understanding of the broader strategic context for the strategy and contributed to the identification of five key themes as critical areas for its focus: access, knowledge, connection, quality frameworks and change. These are reflected in the five key goals articulated in the next section.

1.4 A strategy to support older citizens in ageing positively

The strategy articulates the following overarching strategic goal:

Working together, with our community, our partners and others to support Surf Coast Shire's older citizens in ageing positively.

It also articulates a series of guiding principles – based on international, national and state protocols pertaining to 'age friendly' communities – which underpin the strategy's key goals and their implementation. These are: accessible and inclusive, safe and supportive, responsive, providing opportunities to participate, respect and dignity, diversity, and holistic.



1.4.1 Goals and guiding principles in action

The following table summarises the strategy's key goals and objectives.



Goal 1 - ACCESS: We make it easy for older citizens to access what they need.

Objectives

- 1.1 Review annually the development, coordination and delivery of accessible positive ageing services for Surf Coast residents (inclusive of residents from diverse backgrounds and special groups) by Council.
- 1.2 Promote and support the continued development of accessible built and natural environments.
- 1.3 Respect the diverse communication needs of older people in our community.
- 1.4 Ensure Council's planning, community, infrastructure and advocacy programs provide for older citizens' needs.

We will know we have succeeded when we see:

- service plans which promote multidisciplinary approaches and holistic care and health planning
- age friendly design and access criteria applied to infrastructure development and communication strategies, and
- older citizens' needs are represented in Council's advocacy efforts.



Goal 2 - KNOWLEDGE: We build and use knowledge to respond to the needs of older citizens and their families.

Objectives

- 2.1 Maximise use of available data to better inform services/program planning and delivery.
- 2.2 Continue to strengthen interagency partnerships/networks and key government contacts, with a focus on knowledge sharing and facilitating collaboration in representing and responding to older people's needs.
- 2.3 Consult and engage with community and internal stakeholders to ensure the needs of older citizens are reflected in Council's services and program planning.
- 2.4 Support services and program planning on an ongoing basis.

We will know we have succeeded when we see:

- older citizens' voices represented in broader communication and engagement processes
- interagency partnership approaches to funding and service planning
- increased use of data to inform service development, and
- regular reports and evaluation of projects, programs and services.



Goal 3 - CONNECTION: We facilitate connections between older citizens, their families and the Surf Coast community.

Objectives

- 3.1 Explore existing and new avenues for promoting the participation of older citizens in community life and lifelong learning.
- 3.2 Actively work with and support local communities in facilitating initiatives encouraging connection/ participation, including opportunities for intergenerational relationships and activities.
- 3.3 Improve understanding of factors which may increase vulnerability or risk for older citizens.
- 3.4 Support and celebrate the valuable and diverse contributions our older citizens make to the community.
- 3.5 Continue to advocate to ensure all services and infrastructure are supporting community connection

We will know we have succeeded when we see:

- increased community participation by older citizens in civic and community activities
- increased opportunities for intergenerational activities, and
- improved engagement with hard-to-reach groups.



Goal 4 - QUALITY FRAMEWORKS: Our direct services and programs meet quality framework standards.

Objectives

- 4.1 Ensure direct services and programs meet legislative requirements, funding agreement terms, best practice frameworks and industry standards.
- 4.2 Continue to improve governance arrangements, including regular reporting to Council, funding bodies and clients/community.

We will know we have succeeded when we see:

- quality improvement plans in place and regularly monitored
- accreditation ratings achieved, and
- Increased reporting to Council and the community on program and service achievements.



Goal 5 - CHANGE: We plan ahead to enable our services and programs to adapt to change.

Objectives

- 5.1 Build organisational capacity to adapt to ongoing policy and sector reforms through effective planning.
- 5.2 Build organisational capacity to stay abreast of and respond to population growth, demographic and other significant changes (eg political, economic, social, technological).
- 5.3 Advocate on community's behalf to ensure critical gaps in services/program provision and community infrastructure are adequately addressed.

We will know we have succeeded when we see:

- service planning and development in response to demographic changes
- service reviews completed and informing future needs and opportunities for early years and youth
- successful advocacy for services, infrastructure and programs for our growing community.



1.5 Implementation

The strategy will be implemented via the annual action plan, which details the actions to be taken under each goal in line with Council's Strategic Resource Plan and annual budget. The Aged and Family Services Manager and Positive Ageing Coordinator are jointly responsible for coordinating the strategy's implementation, with progress to be regularly monitored and reported, including via quarterly reports to the Executive Management Team and Council.

1.6 Communication and community engagement

A communications and community engagement plan will be developed and implemented for:

- the public exhibition/final consultation phase
- communicating Council's progress in implementing the strategy following its adoption by Council, and
- seeking community input to the strategy's review and evaluation process as the basis for its continuous improvement and further development.

1.7 Review and evaluation

As a living document, the strategy will be subject to ongoing review and evaluation against the specific measures in each annual action plan. Led by the Aged and Family Services Manager and Positive Ageing Coordinator, the review outcomes will inform the development of an annual report to Council on overall progress towards achieving the strategy's goals and outcomes.

The review will also assist in identifying opportunities for improvement and key priorities for the year ahead as the basis for developing the annual action plan and for realigning strategies, if needed, to ensure their ongoing relevance.



2. Purpose

Surf Coast Shire Council's Positive Ageing Strategy 2015-18 provides a strategic framework to guide the ongoing development and delivery of programs and services for Surf Coast's older citizens.

The strategy builds on Council's first positive ageing strategy, developed in 2008, by charting a way forward to achieve better outcomes for Surf Coast's older people during the next three years. As such, it forms the basis for developing annual action plans to ensure its implementation at the operational level.



3. Background

3.1 Council's role

Council's role in supporting its older citizens currently includes three main streams; service planning and delivery, advocacy and provision of infrastructure.

Service planning and delivery – includes the planning and implementation of a range of programs and services that support people to age in place, connect and participate as active members of the community. Examples of the types of services provided include Home and Community Care, Home Care Packages and Veterans Home Care.

Advocacy – advocating on behalf of our older citizens to ensure their needs are considered in future planning at both a local and broader state and national level.

Provision of infrastructure – ensuring infrastructure planning and delivery supports older people in having places to connect. This can be in the form of designated spaces, such as senior citizens' buildings, but can also be extended to include accessible open spaces and other community facilities where older people gather and connect.

3.2 Strategic context

The *Surf Coast Shire Council Plan 2013-17* (adopted in June 2013) identifies the need to review several critical strategic documents, including the *Surf Coast Shire Positive Ageing Strategy*.

Adopted in June 2009, this strategy provided a comprehensive overview of international, national and local research and policy outcomes related to positive ageing in the 21st century. It also contained a detailed picture of ageing and health in Surf Coast Shire, based on existing demographic data and the outcomes of a review of Council and other local positive ageing services.

As a high level strategic document, the strategy identified three key focus areas for action:

1. Planning for access and inclusion (since covered by the *Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-24*)
2. Enhancing key partnerships, and
3. Lobbying for ongoing and new services.

Although it included a series of broad recommendations pertaining to each focus area and a suggested implementation plan, the ensuing years marked several major changes impacting on the strategy's efficacy. These included two new Council Plans in 2009 and 2013 (the strategy was initially developed to align with the 2005-09 plan), and Council elections in 2012. As a result, the strategy's objectives and actions had to be substantially and continually modified to ensure their ongoing relevance.

3. Background (cont)

There have also been significant policy shifts at Victorian and Federal Government levels including:

- the Commonwealth Age Care Reform 2015, which provides the framework for the planning and provision of aged care services into the future
- a major shift in focus for the Victorian HACC (Home and Community Care) program from 1 July 2015 when the Commonwealth takes over responsibility for HACC services for people over 65, and
- the ongoing roll-out of the National Disability Insurance Scheme (NDIS), which is creating new opportunities in the service provision sector.

These and other changes will substantially influence the role Council plays in not only planning and delivering services, but also planning communities to support people as they age. With this in mind, a decision was made in mid-2014 to form a project team to oversee a review as identified in the *Council Plan 2013-17*.

This would form the basis for developing a new three-year strategy, closely aligned with Council's current strategic priorities and community aspirations. Consideration would also be given to the likely impacts of present State and Federal Government policy directions, key environmental drivers (eg population growth, economic factors) and best practice.

A three-year time horizon for this strategy was agreed due to alignment with the development of the next Council Plan and the timing of current State and Commonwealth arrangements for the implementation of the aged care reforms, in particular the Commonwealth Home Support Program. This timeline will allow for investigation, planning and future decision-making regarding Council's ongoing role in supporting its older citizens.



4. Research

The strategy's development has been informed by the outcomes of an initial research phase in keeping with Council's evidence-based approach. Conducted between November 2014 and January 2015, this phase encompassed desktop research, demographic analysis and community consultation.

The desktop research reviewed a broad range of relevant documents, including:

- Council's strategies, plans, policies and reports
- key Federal and State Government policy statements, performance frameworks, legislative requirements, strategies and reports
- information outlining strategic directions at the regional and broader local government level, and
- strategies recently published by other councils, particularly those considered best practice or sharing similarities with Surf Coast Shire.

Analysis of this information resulted in the overview of Surf Coast Shire's current internal and external operating environment described in Section 5. Appendix I provides a complete list of documents reviewed.

The demographic analysis used 2011 census data and recent population forecasts to ascertain key characteristics of Surf Coast Shire's positive ageing population in 2015, and how this is likely to change over the next three years and beyond. This helped shape the community profile in Section 5.3. More detailed data is contained in Appendix II.

The community consultation sought to gain a better understanding of how older people perceived Council's services in terms of meeting their specific needs and expectations. Various tools assisted in eliciting this information including face-to-face meetings, workshops and dot posters.

The outcomes of this process, summarised in the next section and described in detail in Appendix III, supported the identification of key themes and issues to be addressed by the strategy, and offered direct insights into older citizens' aspirations for themselves and their community.



5. Context

The research phase assisted in developing a detailed picture of Surf Coast Shire Council's current operating environment, encompassing internal, external and community factors. These are summarised below.

5.1 Internal environment

The current Council is in the third year of its four-year term and remains focused on delivering the strategic priorities articulated in its four-year plan adopted in June 2013. This is expected to continue, at least until the next Council elections in late 2016, which will necessitate the development of a new Council Plan in 2017.

A review of Council's long-term financial position leading into budget preparations for 2015-16 may impact on pending and future budgets. The implications for services and infrastructure provision will become clearer upon the review's completion.

While the organisation has made progress in using technology to achieve efficiencies in some areas, there are opportunities to improve the way data and information technology are used to plan and deliver services and infrastructure to ensure better alignment with community needs.

Technology also offers scope to more effectively inform, communicate and engage with the Surf Coast community and others, although community feedback suggests current efforts often miss their intended targets, as evidenced by the high number of people reporting difficulty in finding information about services and community activities.

5.1.1 Policy and planning context

Council's *Positive Ageing Strategy 2015-18* sits under the umbrella of the *Council Plan 2013-17* and aligns with its themes, objectives and goals, as well as those of the *Surf Coast Shire Council Health and Wellbeing Plan 2013-17*, and the *Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-24*.

Table 1 on the next page provides an overview of these documents' key themes and outcomes as they relate to this strategy.

5. Context (cont)

Council Plan 2013-17	Health and Wellbeing Plan 2013-17	Accessible and Inclusive Surf Coast Shire 2014-24
<p>Communities</p> <ul style="list-style-type: none"> • Access to services and information according to need • Access to opportunities to improve health and wellbeing <p>Infrastructure</p> <ul style="list-style-type: none"> • Accessible, well maintained facilities and infrastructure to meet diverse community needs • Improved public transport options <p>Environment</p> <ul style="list-style-type: none"> • Accessible, well managed public open spaces <p>Development and Growth</p> <ul style="list-style-type: none"> • Environmental and lifestyle components reflected <p>Governance</p> <ul style="list-style-type: none"> • Accessible information, clear communication and opportunities to provide input • Easy for customers to deal with Council and receive timely responses • Advocacy 	<p>Local opportunities</p> <ul style="list-style-type: none"> • Improved capacity to achieve better outcomes for children, youth and older people • Better understanding and use of community demographics <p>Service accessibility</p> <ul style="list-style-type: none"> • Equitable access to appropriate and timely services • Infrastructure supports community participation and connectedness • Improved response to service needs including those disadvantaged socio-economically <p>Healthy engaged communities</p> <ul style="list-style-type: none"> • More people participating in physical activities • Better mental health and wellbeing outcomes • Everyone responsible for alcohol (and drug) harm minimisation • More residents engaged in sustainable living • Improved capacity to deliver community health and wellbeing outcomes 	<p>Services and information</p> <ul style="list-style-type: none"> • Accessible, flexible, people-focused and responsive to the needs of people with a disability, their families and carers <p>Built and natural environments</p> <ul style="list-style-type: none"> • Well designed, accessible for all and capable of adapting to future needs <p>Community participation</p> <ul style="list-style-type: none"> • Everyone can contribute to Council's decision-making and participate in community activities <p>Promoting inclusion</p> <ul style="list-style-type: none"> • Engendering practices that address discrimination and support inclusion <p>Council workforce</p> <ul style="list-style-type: none"> • Embracing diversity and responsive to the needs and aspirations of people with a disability

Various other Council plans and strategies sit alongside this one, including:

- *Early Years and Youth Strategy 2015-18* (being developed concurrently with this strategy)
- *Municipal Strategic Statement*, which defines planning measures to address development pressures, specifically those relating to activity centres and housing, transport and recreation options
- *Arts and Culture Strategy 2009-14*, which includes strategies to engage all citizens in arts-related activities to build community wellbeing and connectedness (currently under review)
- *Recreation Strategy 2010*, containing recommendations relating to providing facilities, programs and services to enable people of all ages and interests to participate in a diverse range of leisure activities
- *Housing Strategy 2006*, which aims to meet future needs for affordable, diverse housing (adaptable to all life stages) – including for elderly, frail and disabled persons – and infrastructure, services and transport to support health and wellbeing, and the
- *Pathways Strategy 2012*, *Open Space Strategy 2015-25* (under development), *Municipal Emergency Management Plan 2013* and *Heatwave Plan 2011*.

The links between all these documents indicate a need for this strategy to extend its focus beyond the services planning and delivery ambit of its predecessor to engender a whole-of-Council response to the needs of Surf Coast's older citizens, their families and carers.



5.1.2 Positive Ageing Unit

Council's Positive Ageing Unit is responsible for planning, coordinating and provision of a suite of services to support individuals in living independently and remaining connected to their community as they age. In addition, the unit coordinates and provides services to support people with disabilities and those whose capacity for independent living is impacted upon due to a chronic health condition. While the scope of services is governed by industry standards and legislation, Council is able to shape services to reflect individual needs and value-add to other services provided in the community.

Table 2 summarises the outcomes of the desktop research and community consultation, which identified the unit's key strengths and challenges as the basis for determining key themes and issues to be addressed by this strategy.



5. Context (cont)

Internal strengths	Internal challenges
<ul style="list-style-type: none">• Key learnings from first positive ageing strategy (2009) in developing and delivering services for older residents• Strong alignment between services delivery and key government funding agencies, including capacity to align funding to reflect high need areas• Access to funding for programs and services targeting people from diverse backgrounds and special needs groups• Policies and procedures in place to support the delivery of Community Care Common Standards• Planned approach to reforms including Consumer Directed Care and My Aged Care• Policies and procedures that direct practice in accordance with industry standards and best practice• Experience and knowledge gained through the implementation of initiatives that promote health and wellbeing for older residents• Partnerships established in local communities via pilot projects such as Improving Liveability for Older People (ILOP) and café-style support• Council's ongoing role in regional and state aged care service networks• Solid partnerships forged with local agencies, networks and community groups, including those centred around the 'shared care' model• Skilled and professional workforce, including Community Care Workers possessing the qualifications, skills and support needed to provide clients with high quality care• Sound focus on continuous improvement and best practice in planning and delivering services• Communication with clients via quarterly newsletters and information bulletins• Commitment to accessible buildings and inclusive promotion of community activities (as articulated in the Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-24)• High quality data resources (eg id.profiles and forecasts, health and wellbeing profiles)	<ul style="list-style-type: none">• New strategy to support the concept of an 'all ages friendly community' involving a whole-of Council approach to meeting older residents' needs• Strategy performance measures to be embedded in work plans to improve accountability, reporting and evaluation• Extent of Council's ability to fund/secure external funding for services delivery and related infrastructure• Need to resolve Council's ongoing role in providing aged care services/realign service coordination and provision to the Commonwealth Aged Care Reform 2015• Ensuring current business is responsive to organisational changes prompted by aged care reforms• Developing a business model to remain a viable National Disability Insurance Agency provider• Maintaining and strengthening a community development focus for positive ageing activities including engaging those who don't access services• Capacity to meet increasing demand for services as population grows and ages• Establishing mechanisms for effective communication with a broad range of older people within our community• Finding other ways to communicate and engage with older residents more regularly and effectively• Effective transition to use of technology for client and staff communication and service management• Attracting, retaining and developing a skilled, professional and committed workforce• Capacity to compete effectively with other aged care services providers• Developing processes to maximise use of relevant data to improve services planning for the positive ageing cohort

5. Context (cont)

5.2 External environment

Ongoing political and economic volatility are key influences of Surf Coast's current external environment. Changes at the State and Federal Government level could result in policy and economic shifts that impact on the planning and delivery of services and programs for older residents.

The positive ageing sector is entering a period of significant reform, which includes:

- transition of state-funded Home and Community Care program to a Commonwealth-funded HACC program for people over the age of 65 from 1 July 2015
- national rollout of the National Disability Scheme (NDIS), administered through the National Disability Insurance Agency (NDIA) and delivered via registered providers, and
- the introduction of Consumer Directed Care models which support active ageing and consumer choice.

Council will need to continually review future reforms and policy changes, including those still to be determined, and consider its response at the local level. This may impact on the organisation's capacity to effectively plan and deliver services to the community. Council's services need to be positioned and resourced to integrate with new models and industry standards

While the Australian economy weathered the impacts of the recent global financial crisis, the past two years have seen signs of the domestic economy starting to slow down. In this economic environment, Council's ability to deliver services and infrastructure is impacted by the availability of government funding. In addition, the combination of political and economic forces, as well as individual impacts on older people's finances as a result of shifts in the economy, is likely to drive future service demand.

Key social factors include population and demographic trends, which are outlined in the next section. These are expected to present Council with substantial challenges, including:

- ongoing population growth continuing to drive demand for services and community infrastructure, with changing demographics shaping how these are developed and delivered
- urban development in Torquay-Jan Juc and surrounding areas (eg Armstrong Creek) contributing to significant changes in Surf Coast's sense of place, and
- responding to the increasing complexity and dynamic needs of our population (eg socio-economic, health and wellbeing).

International research indicates people's health and life expectancy is affected by their living circumstances and quality of life. Being physically and mentally active, and maintaining strong social and community contacts are critical factors in older people's capacity to age positively by remaining independent for as long as possible.

This will be a significant factor for the ageing baby boomer population, particularly in terms of recognising how its expectations and experiences differ from previous generations. Many in this cohort see their later years as a time to reinvent themselves and explore new aspects to life, offering opportunities to pass on their life experiences, skills, knowledge and wisdom to benefit others in the community.

Technology continues to develop at an ever increasing pace. Like other organisations, Council will need to stay abreast of technological developments as a means of building its organisational capacity to respond to community needs as they change.

5.2.1 Opportunities and challenges

Table 3 summarises the opportunities and challenges the external environment currently presents in terms of Council's positive ageing program. The strategy aims to address these by focusing on building Council's capacity in critical areas (eg services planning, advocacy).

5. Context (cont)

External opportunities

- To draw from learnings and information included in State and Commonwealth Government policy directions as articulated in key documents (eg Ageing in Victoria – A Plan for an Age-Friendly Society 2012-2020)
- Commonwealth Government's Aged Care Reform 2015 may increase Home Care Package funding in the region, improving access to care packages for individuals requiring higher levels of support to remain living independently in the community
- Consumer Directed Care models may increase opportunities for clients to drive service provision based on an active ageing model
- Recommendations emerging from Productivity Commission's Caring for Older Australians Report (2011)
- Value of Council's ongoing participation in the Barwon South West HACC Alliance (consultation on industry reform and access to funding opportunities) and other partnerships
- Direct experience of National Disability Insurance Scheme via involvement in Barwon region pilot as an approved service provider
- Using regular stakeholder meetings and networks to build Council's knowledge and capacity
- Ongoing demographic changes in our later years population (eg increased demand for services, larger volunteer pool, baby boomers' lifestyle expectations)

External challenges

- Adapting to outcomes of major industry reforms being driven by the Federal and State Government (eg new funding and reporting arrangements, new service delivery models)
- Commonwealth Government's Aged Care Reform 2105 may result in increased risk of insufficient funding for care packages for individuals requiring higher levels of support to remain living independently in the community
- Working within a changing political and economic climate, both of which will influence future funding and strategic priorities
- Continuing to provide services which meet or exceed existing service and compliance standards
- Improving community connectedness via better public transport and community infrastructure, access to appropriate programs/services and the like
- Ageing population and Surf Coast's ongoing population growth driving increased demand for services
- Building older people's capacity to cope with social (eg changing family structures) and technological change
- Uneven population distribution across townships ranging from a major centre (Torquay) to smaller rural communities
- Addressing community safety and sustainability in light of population growth
- Meeting our changing community's increasingly complex service expectations (eg differences between baby boomers and previous generation, new residents, part-time and tourist populations)

5.3 Our community

Surf Coast Shire offers an idyllic combination of coastal, rural and bushland environments, making it an appealing place to live, work, play and visit. As such, the municipality is recognised as one of Victoria's fastest growing municipalities with its estimated total resident population growing from 20,556 in 2001 to 30,229 in 2015.

Based on 2011 census data, older citizens currently represent about 14 per cent of Surf Coast Shire's total estimated resident population, with the 65-74 years age group comprising 8.1 per cent, 75-84 years 4.3 per cent and 85 years and above 1.9 per cent.

5. Context (cont)

Present population forecasts indicate that between 2011 and 2031 the total positive ageing population will more than double. Over the life of this strategy, Torquay North will experience the strongest growth (21%) followed by Old Torquay and Torquay West (15%), with other smaller townships showing increases of between five and nine per cent.

Other relevant trends emerging from the demographic analysis include:

- growth of 65 years and over population in line with national and worldwide trends, reflecting the ageing of the 'baby boomer' generation (born 1945-1963)
- the impacts of part-time and tourist populations, specifically the tripling of Surf Coast's total population during summer peak periods and year-round holiday home owners
- continuing 'sea change' migration of retirees driving growing demand for services, with this expected to continue (given 26 per cent of holiday owners have indicated an intention to move here permanently in future)
- anticipated population growth in neighbouring municipalities (eg Armstrong Creek)
- about one-third of residents aged 75 years and above live alone, contributing to increased risk of social isolation
- more than two-thirds of residents aged 65 years and above are aged pension recipients, adding to the financial pressures experienced within this cohort
- life expectancy is above the Victorian average for both women (86.3) and men (81.2), the former representing the second highest in the state, and
- a significant proportion of positive agers care for young children (13.5%) or for another adult due to disability, chronic illness or advanced age (12.1%).

Appendix II offers more detailed information about the demographic data.

5.3.1 Our older citizens' thoughts and aspirations

The outcomes of the community consultation process provided insights into the thoughts and aspirations of Surf Coast's older citizens. While the primary focus was on ascertaining their expectations and levels of satisfaction with Council services, the process also provided an opportunity for feedback on broader aspects of the local community outside Council's control. These are noted in the community engagement report (Appendix III).

Key issues arising from the consultation include:

- access is critically important to older people's ability to live independently and engage in community life
- access is built on more than transport – knowledge (of what's available/happening) and individual factors (eg health and wellbeing, financial, family/friends/community support) are also important to facilitating access for older citizens
- word-of-mouth is often the primary means for older residents finding out about what's happening locally and is vital to them remaining connected to their community – many older people indicated Council's current communication channels don't reach them (or they were unaware of how to access Council information themselves)
- the church remains a key focus for many older citizens' community connections, including information and communication, with involvement in volunteer activities, service clubs (eg Probus) and various community groups (eg men's sheds, bowls/golf clubs) also important
- older people are generally interested in establishing connections with younger people and spending time with them – many appreciate caring for grandchildren as a way of doing things with them
- those older people who access Council's positive ageing services hold them in high regard in terms of quality care and skilled, friendly staff
- making it easier for older people to get around means addressing their mobility needs by providing good footpaths and sufficient car parking (as well as adequate public transport, etc)
- the importance of exercise and recreation to older people's health and wellbeing with strong support for a local year-round swimming pool, and
- fees and charges for services and activities are a concern for many older residents.

6. Key themes and issues

Table 4 identifies five key themes, based on analysis of the consolidated research outcomes, as critical focus areas for the strategy:

Key theme	Goal	How we will achieve our goal
 <p>Access <i>(Internally driven/ externally focused)</i></p>	<p>We make it easier for our community to access:</p> <ul style="list-style-type: none"> • services • information • facilities and infrastructure • transport • open spaces 	<p>Initiatives to:</p> <ul style="list-style-type: none"> • improve health and wellbeing • support learning and development • improve accessibility and inclusion • communicate effectively with different audiences
 <p>Knowledge <i>(Externally driven/ internally focused)</i></p>	<p>We build our knowledge to enable us to:</p> <ul style="list-style-type: none"> • understand our community and its needs, now and in future • plan and respond to these needs • build relationships with our community 	<p>Building our knowledge via:</p> <ul style="list-style-type: none"> • use of data/demographics • community engagement/input • advocacy • networks and partnerships • customer service response processes
 <p>Connection <i>Internally and externally driven/ externally focused)</i></p>	<p>We create opportunities for people to:</p> <ul style="list-style-type: none"> • connect with others • participate and contribute • feel part of their community 	<p>Activities to:</p> <ul style="list-style-type: none"> • inform people • promote community connectedness • encourage participation (including volunteering) • build resilience
 <p>Quality frameworks <i>(Externally driven/ internally focused)</i></p>	<p>We fulfil our obligations under Federal and State Government legislation and policy through compliance with:</p> <ul style="list-style-type: none"> • funding agreements • industry regulations, standards and models • quality and accreditation 	<p>Council has:</p> <ul style="list-style-type: none"> • policies, principles, processes and practices in place to support performance requirements • capacity to adapt to policy reforms and major sector change
 <p>Change <i>(Internally driven/ externally focused)</i></p>	<p>We plan ahead to enable our services and programs to adapt to change by:</p> <ul style="list-style-type: none"> • planning for population growth/ demographic change • promoting sustainability • focusing on community safety and security • identifying emerging trends/ future scenarios 	<p>Infrastructure, facilities, programs and services:</p> <ul style="list-style-type: none"> • respond to community's growing/ changing needs • contribute to community safety and sustainability • support community development and capacity building

6. Key Themes and Issues (cont)

6.1 Issues to consider

The following key issues emerged from the research for Council to be aware of in developing and implementing this strategy:

- ongoing Federal and State Government policy reforms requiring Council to change its service focus and practice – while Council doesn't control this reform agenda, it can control its response, as evidenced by the City of Greater Bendigo's recent provisional decision to cease its Home and Community Care services, and the Bayside City Council's decision to actively retain its role in aged care service provision
- recognising and responding to the changing expectations of our ageing community (eg the baby boomer generation has significantly different lifestyle expectations than the generations preceding it), with moves toward Consumer Directed Care models promoting greater consumer choice and control – this allows individuals to take an even greater role in decision-making with regard to their care needs
- valuing in meaningful and respectful ways the unique contributions older citizens make to our community and leveraging off these contributions to support others in building community connections and resilience, and
- acknowledging the key stages and transitions as people age, as indicated in Table 5, and expanding the focus of Council's Positive Ageing Unit to include community development as a means of helping older people live independently and remain connected to their community throughout these transitions.

Stage and age	Transition milestones
55-65 years (<i>pre-retirement</i>)	<ul style="list-style-type: none">• Reducing work commitments• Planning for retirement• Children leaving home
65-75 years (<i>post-retirement</i>)	<ul style="list-style-type: none">• Retirement• Empty nest• Freedom, independence and wellbeing
75 years + (<i>advancing age</i>)	<ul style="list-style-type: none">• Changing care needs• Changing health status





7. Supporting older citizens in ageing positively

This section outlines Council's strategic approach to supporting Surf Coast Shire's older citizens in ageing positively based on the concept of an 'all ages friendly community'. It describes the principles, goals and objectives Council will pursue over the next three years to address the key themes and issues identified in the previous section as critical to fostering positive ageing in Surf Coast Shire's 'all ages friendly community'.

7.1 Overarching strategic goal and scope

Working together, with our community, our partners and others to support Surf Coast Shire's older citizens in ageing positively.

We achieve this by delivering services, developing networks, facilitating programs and creating opportunities for older people to:

- maintain their independence and sense of purpose
- stay fit and healthy, physically and mentally
- use their wisdom and skills to actively contribute to and engage with their community
- build social and community connections
- access support when needed
- have a say in decisions impacting on them, and
- build resilience.

7.2 Guiding principles for our ‘all ages friendly community’

The concept of an ‘all ages friendly community’ is taken from international, national and state protocols pertaining to ‘Child Friendly’ and ‘Age Friendly’ cities and communities. These focus on creating and adapting structures and services to be accessible and inclusive to all citizens regardless of age, gender, ethnicity, ability or any other distinguishing factor.

With this concept in mind, the following guiding principles have been developed to underpin the strategy and its implementation:

- 1. Accessible and inclusive** – Surf Coast Shire’s built and natural environments, services and facilities, information, events and activities are readily accessible to all citizens.
- 2. Safe and supportive** – Surf Coast Shire provides its citizens with safe, supportive environments and open spaces.
- 3. Responsive** – Our programs, services and policies are responsive to our citizen’s needs, taking into account the specific requirements of each life stage from birth to old age.
- 4. Providing opportunities to participate** – All Surf Coast citizens actively participate, socialise and have fun in the community.
- 5. Respect and dignity** – All citizens have the right to express their opinions and contribute to decisions about their communities and wellbeing.
- 6. Diversity** – Our communities and citizens are characterised by their diverse attributes and needs that require targeted approaches rather than a ‘one size fits all’.
- 7. Holistic** – We work together as an organisation, with our community, government and other organisations to create an ‘all ages friendly community’ for all citizens.

7.3 Goals and guiding principles in action

Table 6 articulates five broad goals related to the key themes described in Section 6, and matched against the guiding principles above and the objectives set down in the Council Plan and other significant strategic documents. It also establishes a series of objectives and key outcomes under each goal.





Goal 1 - ACCESS

We make it easy for older citizens to access what they need.

Links with:

- Council Plan objectives – 1.5, 2.2, 2.4, 2.5, 3.2, 3.3, 4.1, 4.2, 4.3, 5.4
- Health and Wellbeing Plan objectives – 1.2, 1.3, 1.4, 2.4, 3.1, 3.3, 3.4
- Access and Inclusion Plan outcomes – 1, 2

Meets guiding principles: 1, 2, 3, 4, 6, 7

Objective 1.1 Review annually the development, coordination and delivery of accessible positive ageing services for Surf Coast residents (including those from diverse backgrounds, special or high needs groups/areas) by Council and other providers.

Key outcomes	Council roles	Partners
<ul style="list-style-type: none"> • Service plans promote access via holistic care and health planning, partnerships, co-located services, etc • Client feedback identifies issues • Joint funding submissions • Capacity to learn about and adapt/ trial new models to increase options available for older citizens 	<ul style="list-style-type: none"> • Positive Ageing Coordinator • Team Leaders • Social Planner • Access Officer 	Client/ community networks, Department of Health and Human Services, local GPs/ service providers, partner agencies

Objective 1.2 Promote and support the continued development of accessible built and natural environments.

Key outcomes	Council roles	Partners
<ul style="list-style-type: none"> • Township multipurpose venues (hubs) for activities and programs • Age friendly design criteria applied (including access standards) • Facilities address older citizens' needs (eg seating, exercise equipment) 	<ul style="list-style-type: none"> • Aged and Family Services Manager • Leisure and Wellbeing • Access Officer • Contracts and Capital Works • Planning and Environment 	Client/ community networks, funding bodies, service providers/ community groups in each township

All older citizens have access to services, information, facilities and infrastructure, activities and events to support them in ageing positively via initiatives to:

- improve health and wellbeing
- support learning and development
- improve accessibility and inclusion
- communicate effectively



Objective 1.3 Respect the diverse communication needs of older people in our community.

Key outcomes

- Comms tools and messages ‘hit the mark’
- Age friendly guidelines applied (including access and CALD standards)
- More accessible information (eg website)
- Digital platforms accessible for all
- Information forums/ kits

Council roles

- Positive Ageing Coordinator
- Comms and Community Engagement
- Team Leaders
- Information Technology

Partners

Client/ community networks

Objective 1.4 Ensure Council’s planning, community infrastructure and advocacy programs provide for older citizens’ access needs.

Key outcomes

- Advocacy program
- Older citizens’ needs more consistently incorporated in to Council planning, service delivery and infrastructure

Council roles

- Aged and Family Services Manager
- Community Relations Manager
- Access Officer
- Infrastructure
- Planning and Environment

Partners

Client/ community networks, All Abilities Advisory Committee, funding bodies

We will know we have succeeded when we see:

- service plans promoting multidisciplinary approaches and holistic care and health planning
- age friendly design and access criteria applied to infrastructure development and communication strategies, and
- older citizens’ needs represented in our advocacy efforts.



Goal 2 - Knowledge

We build and use knowledge to respond to the needs of older citizens and their families.

Links with:

- Council Plan objectives – 2.2, 2.4, 2.5, 3.2, 3.3, 4.1
- Health and Wellbeing Plan objectives – 2.1, 2.4, 3.1, 3.2, 3.3, 3.4
- Access and Inclusion Plan outcomes – 3, 4

Meets guiding principles: 3, 5, 6, 7

Objective 2.1 Maximise use of available data to better inform services/program planning and delivery on an annual basis.

Key outcomes

- Annual township/ service profiles
- Informed service plans

Council roles

- Positive Ageing Coordinator
- Social Planner
- Information Technology

Partners

Department of Health and Human Services, data/ service providers, G21, Deakin University

Objective 2.2 Continue to strengthen interagency partnerships/networks and key government contacts with focus on knowledge sharing and facilitating collaboration in representing and responding to older people's needs.

Key outcomes

- Positive Ageing Network/ local reference groups
- Informed service/ quality improvement plans

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Comms and Community Engagement

Partners

Client/ community networks, committees of management, community groups, service providers, government agencies

A solid knowledge base enables us to understand our community and its needs, to plan and respond to these needs, and to build relationships via:

- use of data/demographics
- community engagement/input
- advocacy
- networks and partnerships
- customer service response processes



Objective 2.3 Consult and engage with community and internal stakeholders to ensure the needs of older citizens are reflected in Council’s services and program planning.

Key outcomes

- Formal and informal communication and engagement channels established to gather and disseminate information
- Input to service/ quality improvement plans

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Comms and Community Engagement
- Information Technology

Partners

Client/ community networks, clients

Objective 2.4 Support services and program planning on an ongoing basis.

Key outcomes

- Improved planning, monitoring and evaluation processes and reporting

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Survey Team

Partners

Service providers

We will know we have succeeded when we see:

- older citizens’ voices represented in our broader communication and engagement processes
- interagency partnership approaches to funding and service planning
- increased use of data informing service development, and
- regular reports and evaluation of projects, programs and services.



Goal 3 - Connection

We facilitate connections between older citizens, their families and the Surf Coast community.

Links with:

- Council Plan objectives – 1.4, 1.5, 3.3, 3.4, 4.1, 4.2, 4.3
- Health and Wellbeing Plan objectives – 1.2, 1.3, 1.4, 1.5, 2.4, 3.4
- Access and Inclusion Plan outcomes – 1, 2, 3, 4

Meets guiding principles: All (1-7)

Objective 3.1 Explore existing and new avenues for promoting the participation of older citizens in community life and lifelong learning.

Key outcomes

- Existing opportunities and new initiatives identified and promoted
- Increased participation in community activities

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Comms and Community Engagement

Partners

Service providers, client/ community networks, community groups, local media

Objective 3.2 Actively work with and support local communities in facilitating initiatives encouraging connection/participation, including opportunities for intergenerational relationships and activities.

Key outcomes

- Increased options for older citizens to participate and share skills
- Community grants support older citizens' participation

Council roles

- Positive Ageing and Early Years Coordinators
- Team Leaders

Partners

Community groups, sporting groups, funding bodies

Objective 3.3 Improve understanding of factors which may increase vulnerability or risk for older citizens.

Key outcomes

- Targeted activities for vulnerable older people
- Up-to-date vulnerable persons' register
- Referral process in place

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Environment and Community Safety
- Social Planner

Partners

Department of Health and Human Services, service providers, client/ community networks, community groups

Opportunities are available for older citizens and their families to connect with others, participate and contribute, and feel part of the Surf Coast community via activities that:

- inform people
- promote community connectedness
- encourage participation (including volunteering)
- build resilience



Objective 3.4 Support and celebrate the valuable and diverse contributions our older citizens make to the community.

Key outcomes	Council roles	Partners
<ul style="list-style-type: none"> • Volunteer strategy in place • Seniors Week activities promoted • Skills development and employment options for older citizens • Council events and activities accessible and inclusive for older citizens 	<ul style="list-style-type: none"> • Aged and Family Services Manager • Leisure and Wellbeing Manager • Team Leaders • Comms and Community Engagement • People and Culture • Access Officer 	Client/ community networks, community groups, local businesses, local media

Objective 3.5 Continue to advocate ensuring all services and infrastructure support community connection.

Key outcomes	Council roles	Partners
<ul style="list-style-type: none"> • Advocacy program reflects older citizens’ needs 	<ul style="list-style-type: none"> • Aged and Family Services Manager • Community Relations Manager 	G21, neighbouring municipalities, allied bodies

We will know we have succeeded when we see:

- increased community participation by older citizens in civic and community activities
- increased opportunities for intergenerational activities, and
- improved engagement with hard-to-reach groups.



Goal 4 – Quality Frameworks

Our direct services and programs meet quality framework standards.

Links with:

- *Council Plan objectives – 2.1, 2.2, 3.2*
- *Health and Wellbeing Plan objectives – 2.4*
- *Access and Inclusion Plan outcomes – 2, 4, 5*

Meets guiding principles: 1, 2, 3, 7

Objective 4.1 Ensure direct services and programs meet legislative requirements, funding agreement terms, best practice frameworks and industry standards.

Key outcomes

- Quality/service improvement plans fully compliant
- Assessment ratings achieved
- Funding agreements met

Council roles

- Positive Ageing Coordinator
- Team Leaders
- Team Members

Partners

Department of Health and Human Services, Federal Department of Health and Ageing



Our services and programs meet Federal and State Government legislative and policy requirements, comply with funding agreements, industry regulations, standards, and models, and achieve quality accreditation because we have:

- policies, principles, processes and practices in place to support performance requirements
- capacity to adapt to policy reforms and major sector change

Objective 4.2 Continue to improve governance arrangements including regular reporting to Council, funding bodies and clients/community.

Key outcomes

- High quality, timely reports
- Compliance with Federal Community Care standards achieved
- Transition plan/s in place

Council roles

- Positive Ageing Coordinator
- Team Leaders

Partners

Department of Health and Human Services, Federal Department of Health and Ageing

We will know we have succeeded when we see:

- quality improvement plans in place and regularly monitored
- accreditation ratings achieved, and
- increased reporting to Council and the community on our program and service achievements.



Goal 5 - Change

We plan ahead to enable our services and programs to adapt to change.

Links with:

- Council Plan objectives – 1.3, 1.4, 2.2, 3.2, 3.3, 4.1, 4.2, 4.3, 5.4
- Health and Wellbeing Plan objectives – 1.1, 1.4, 1.5, 2.1, 2.4, 3.2, 3.4
- Access and Inclusion Plan outcomes – 1, 2, 4

Meets guiding principles: 1, 2, 3, 6, 7

Objective 5.1 Build organisational capacity to adapt to ongoing policy and sector reforms through effective planning.

Key outcomes

- Service reviews/ feasibility studies inform services planning and delivery
- Policies and procedures in place
- Program evaluation informs ongoing planning and delivery

Council roles

- Manager Aged and Family Services
- Positive Ageing Coordinator
- Team Leaders
- People and Culture
- Service Review Officer

Partners

Allied bodies, relevant government departments, clients

Objective 5.2 Build organisational capacity to stay abreast of and respond to population growth, demographic and other significant changes (eg political, economic, social, technological).

Key outcomes

- Environmental scanning, future scenario planning and demographic analysis informs services planning

Council roles

- Aged and Family Services Manager
- Positive Ageing Coordinator
- Social Planner

Partners

Department of Health and Human Services, Federal Department of Health and Ageing, research bodies

Outcome: Services, programs, facilities and community infrastructure are available to respond to our community's changing needs because we plan ahead to:

- prepare for population growth/demographic change
- promote sustainability
- contribute to community safety and security
- identify emerging trends and future scenarios
- support community development and capacity building



Objective 5.3 Advocate on community's behalf to ensure critical gaps in services/ program provision and community infrastructure are adequately addressed.

Key outcomes

- Service reviews/ feasibility studies inform advocacy program

Council roles

- Positive Ageing Coordinator
- Team Leaders

Partners

G21, neighbouring municipalities, allied bodies, client/ community networks and groups

We will know we have succeeded when we see:

- service planning and development in response to demographic changes
- service reviews completed and informing future needs and opportunities for older citizens, and
- successful advocacy for services, infrastructure and programs for our growing community.



10. Review and evaluation

Implementing the strategy involves identifying and prioritising key actions under each goal, in consultation with internal and external stakeholders, as the basis for developing annual action plans aligned to Council's Strategic Resource Plan and annual budget.

The annual action plan details actions under each goal and identifies who is responsible for leading their implementation along with key outputs, measures and timeframes. As the strategy has been developed around a whole-of-Council approach, many sections of the organisation are involved in implementing various actions as designated in the document and the action plan.

The Aged and Family Services Manager and Positive Ageing Coordinator are jointly responsible for coordinating the strategy's implementation in partnership with team members, other designated units/Council officers and the partners/stakeholders identified in this document.

Progress will be regularly monitored and reported internally, via reports to the Executive Management Team and Council, and externally via the channels identified in Section 9.

The draft strategy will be subject to Council's public exhibition process, which involves inviting community feedback before the both documents are finalised and adopted by Council. In addition, the various organisations, groups and individuals who contributed input to the strategy's development, via the community engagement process, will be invited to provide feedback.

A communications and community engagement plan will be developed and implemented for:

- the public exhibition/final consultation phase
- communicating Council's progress in implementing the strategy following its adoption by Council, and
- seeking community input to the strategy's review and evaluation process (outlined below) as the basis for its continuous improvement and further development.

Activities may include client newsletters, information bulletins, *Groundswell*, annual reports and digital technologies, subject to the outcomes of initiatives currently underway (eg development of Council's new Communication and Community Engagement Strategy) or identified in this strategy relating to communicating and engaging with older citizens.

As a living document, the strategy will be subject to ongoing review and evaluation against the specific measures in each annual action plan, aligning with the goals and outcomes articulated in this document.

The Aged and Family Services Manager and Positive Ageing Coordinator will lead a review of the strategy every 12 months against annual action plan measures and outcomes.

The review outcomes will inform the development of an annual report to Council on overall progress towards achieving the strategy's goals and outcomes. It will also assist in identifying opportunities for improvement and key priorities for the year ahead as the basis for developing the next annual action plan and for realigning strategies, if needed, to ensure their ongoing relevance to Council's operations and the Surf Coast Shire community.

In addition, the review will offer opportunities to celebrate and promote our achievements, strengthen networks and partnerships, and inform resource allocation and other related plans and policies.

The review process itself may involve seeking community and partner input as part of Council's commitment to ongoing communication and community engagement during the strategy's life, as outlined above.

