

# Active and Healthy Ageing Strategy

2011 - 2021



## Contents

1. Introduction
2. Why Active and Healthy Ageing?
3. Who are our Older Citizens?
4. Our Promise and a Snapshot of the Services Council Provides
5. Key Themes from Consultations – Needs and Aspirations
6. The Vision and Principles that will guide Councils work towards creating an Age Friendly City
7. Strategic Policy Statements and Future Directions
8. Key Supplementary Reports:
  - Darebin Older Citizens Profile August 2010
  - Community Consultation Report August 2010
  - Annual Whole of Council Active and Healthy Ageing Action Plans

Attachment A: City of Darebin Active Service Model Case Studies September 2010

## References

### **Disclaimer**

An Aged Care Strategy for a 10 year period inevitably will have financial and resource implications for Council throughout the life span of the Strategy and its implementation.

Whilst the Draft Strategy provides a commitment by Council to continue its proud and longstanding history to deliver and significantly fund aged care and the vital services provided it equally presents such within the context of Council, at any point in time, needing to balance a whole range of needs across the entire Darebin population and across various Council roles and strategies.

The Strategy and its companion document : the Annual Action Plan both spell out how Council will need to consider its overall financial contribution to the provision of aged care services during the annual budgetary process; and that any new initiatives that have resource implications will be presented for Councils consideration for each coming year throughout the 10 year period.

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# 1. Introduction

*“Population ageing is one of humanity’s greatest triumphs. It is also one of our greatest challenges.”*

The City of Darebin embraces this challenge. By considering it now and proactively planning, Council aims to minimise any negative impacts of population ageing on the local community and maximise the opportunities it presents.

Our older citizens are a significant and expanding part of our local community. Over the next decade Darebin will experience a growing population of older people from culturally diverse backgrounds; a significant increase in ‘younger’ older citizens, the 50-70 year age group; a growing 85+ age group; and a corresponding increase in lone person households.

This Active and Healthy Ageing Strategy outlines the strategic policy statements and future directions that Council has made a commitment to facilitate and deliver over a 10 year period to meet the needs of an ageing and diverse population. The key stakeholders in the Strategy are older people, but aspects of the Strategy will also be of relevance to the whole community. Ageing is a lifelong process, with no particular starting point. The foundations for active and healthy ageing are generally laid throughout a lifetime. However, to develop the Strategy, it was necessary to identify older residents of Darebin as those who are 50 years plus and for Aboriginal people those from 40 years onwards.

Importantly, a ‘life course approach’ underpins this work. A life course approach takes into consideration the needs of different generations of the people in the 50 years plus population; the transitions that occur with age and the need for interventions that create supportive environments and foster healthy choices at different stages of life.

This Strategy strongly advocates for continued and increased funding from State and Federal governments so that the City of Darebin can continue to deliver the range of services effectively. Council has substantial experience in local planning and the provision of community care services and contributes significantly from its own revenue sources to sustain and improve the available services so that older people can be supported to live in their own homes and local community. Council also has a long and proud history of ensuring that there are no waiting lists for core services in Darebin such as assessment of needs, general home care, personal care, respite care, home maintenance and meals. An expanded and more unified community care system is needed to support the majority of older people who wish to age at home and in their local community and Council with adequate funding from the State and Federal governments is best placed to continue to provide these services.

During October 2009 and August 2010, over 1000 older citizens were engaged in a range of conversations across the municipality in exploring what it means to age well in Darebin. In addition, key service providers and networks were consulted about their thoughts and ideas on the needs of older people and Councils future role in meeting these needs.

In November 2009 Council established an Active and Healthy Ageing Project Steering Committee with community and internal and external service provider participants to guide the development of the future directions as the themes from the consultations were unfolding. The outcome of the community conversations and the Committees work in collaboration with Council is this Strategy.

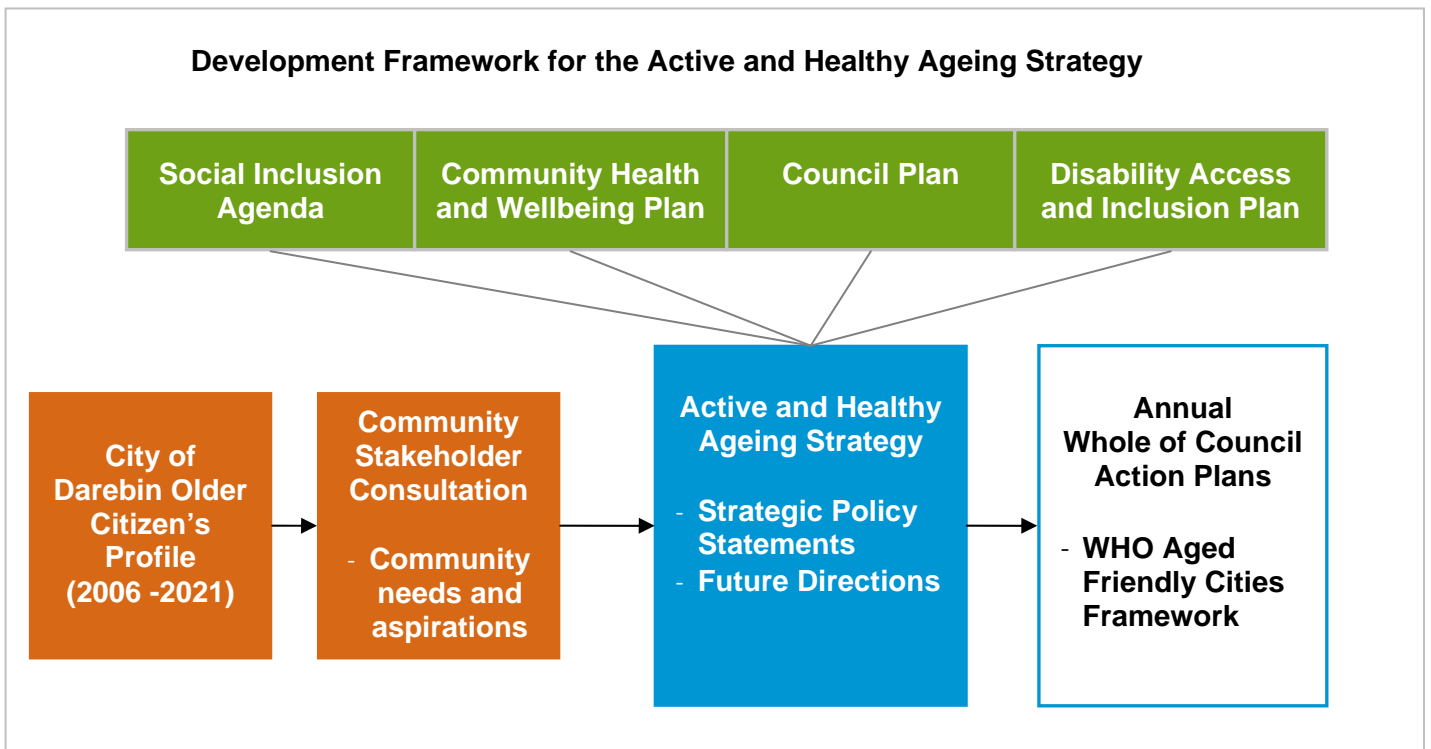
An Action Plan will be developed each financial year throughout the 10 year lifespan of the Strategy. The goal of each Action Plan will be to translate the strategic policy statements and future directions into practice by identifying a range of tasks and actions for the coming year. As part of this annual work we may need to refashion elements of the Strategy, add a previously missed piece, or reconsider a policy or direction that no

longer serves the community well. This will be a robust process that will involve the community and key service providers/networks.

Our quest is to have a whole of council approach to our ageing population and to learn as we go with our community- adding value over time.

This Strategy does not exist in isolation from other key strategic documents and processes within Council, including the Council Plan (2009-2013) which is the cornerstone of all that we do. Indeed, this Strategy progresses, for older citizens, a number of the strategies detailed in the Council Plan and also the themes of mental health and social wellbeing; improving physical health; and creating safe, supportive and sustainable environments provided in the Community Health and Wellbeing Plan (2009-2013). These and other current and evolving policies and directions such as the Disability Access and Inclusion Plan and Councils Social Inclusion Agenda have been in the forefront of the Steering Committees collective thinking as it has worked to put this Strategy together.

The development framework for the Strategy is diagrammatically provided below:



Council's overall objective in the development of the Strategy and in its implementation over the ten year timeframe is to facilitate a *Darebin Age Friendly City*.

An *Age Friendly City* is one that has policies, services, settings, and structures that support and enable people to age actively by:

- recognising the wide range of capacities and resources among older people
- anticipating and responding flexibly to ageing-related needs and preferences
- respecting their decisions and lifestyle choices
- protecting those who are most vulnerable, and
- promoting their inclusion in and contribution to all areas of community life. WHO (2007)

This overall objective of Council is also aligned with and supports the aims of the Victorian Governments ten year plan for an *Age Friendly Society 2010-2020*. The plan for *Ageing in Victoria* sets out a coordinated approach for the Victorian Government in addressing the challenges and opportunities of the ageing of the population. It is a plan that outlines how the State Government will achieve better outcomes for older people in three areas: Good Health and Wellbeing; Age-Friendly Communities; and Economic and Social Participation. The implementation of this City of Darebin *Active and Healthy Ageing Strategy 2011- 2021* will progress the key State-wide strategies at the local community level.

## 2. Why Active and Healthy Ageing?

There is a world wide movement towards the principles of Active and Healthy Ageing. Active and Healthy Ageing has become a key policy area for both government and industry. There is a growing body of evidence being underpinned by new and emerging policy directions that suggest that being physically active, having a nutritious diet and remaining mentally and socially engaged with friends, family and the broader community can reduce the impact on individuals of conditions associated with ageing.

The World Health Organisation (WHO) defines active ageing as the process of optimizing opportunities for health, participation and security in order to enhance quality of life as people age. It applies to both individuals and population groups. In the context of the WHO definition active ageing emphasises the value of continued involvement across six life domains: social, economic, civic, cultural, spiritual and physical.

Ageing well in Darebin requires a shift in thinking, a new approach based on increasing knowledge and research about this stage of life. Active and Healthy Ageing aims to extend healthy life expectancy and quality of life for all people as they age. It acknowledges that ageing takes place within the context of communities, neighbourhoods, families and friends. The City of Darebin takes this concept as its starting point for facilitating a *Darebin Age Friendly City* over the next ten years.



### 3. Who are our Older Citizens?

Darebin has a richly diverse ageing population which is growing both in numbers and as a proportion of the total population. This population change provides opportunity for progressing an age friendly society as well as experiencing an increase in demand for aged care and support.

Growth for the 50+ population includes most age groups, however the significant growth for the next decade includes:

- a significant increase in 'younger' older citizens, the 50-70 year age group, and
- a growing 85+ age group, as our older citizens are increasingly living longer.

Focusing on the 2011-2021 period (data obtained from the most recent census 2006) key considerations of Darebin's Older Citizens for this Strategy include:

- a difference in life expectancy for Darebin's Indigenous older citizens compared to the total population (13% 50 years plus compared to 30%)
- a rapid increase in and high proportions of older citizens born in non-English speaking countries (18,722)
- high proportions of people who speak a language other than English at home (18,351)
- a significant number of people who are not proficient in English (7,453)

- increasing numbers of people who will live alone, particularly women (currently 7,992)
- significant proportion of older citizens who have insecure housing
- low socio-economic status (which tends to increase with age) and the corresponding impact on health, wellbeing and participation in community life
- a significant number of health issues and disabilities associated with ageing that respond positively to preventative interventions and support such as social and physical activities
- an increasing number of people who will require assistance with daily tasks and activities with a corresponding increase in demand for support and care
- the significant number of people (4,655) who are involved in caring activities.

## 4. Our Promise and a Snapshot of the Services Council provides

As outlined in the *Council Plan 2009-2013* the City of Darebin made a promise to the community that illustrates in a few words Council's aspirations for the Darebin community:

*"As a democratic and accountable local government, we strive in all that we do to achieve fairness, through innovative and progressive leadership that respects and reflects our diverse community."*

The services Council currently provides all aim to advance this promise and make a genuine and positive difference in the lives of Darebin's older citizens. The City of Darebin has a long and proud history in the planning, delivery and direct funding of a range of Aged and Disability Services that are underpinned by the key principles of access and equity and a commitment to total inclusiveness of the diverse Darebin community.

Council through its Aged and Disability Services Department delivers services and activities at the individual, group and community level that includes advocacy, policy development, service planning and coordination, partnership development with the community and local services, information and referral, assessment, care coordination and case management.

A suite of services to enable older people to remain in their homes as they age, participate in community life and be active and connected are also developed, supported and promoted. These include supporting senior citizen clubs, older persons public housing sponsorship, a hospital admission risk program (HARP), a HACC aboriginal liaison service, community transport, provision of general home care, personal care, respite care, home maintenance, dementia care, carer support, delivered and center based meals.

In its *Strategic Resource Plan 2009-13* Council has reinforced its longstanding commitment to provide and significantly fund these vital services for the local Darebin community:

*"We will maintain the scope and standard of ongoing services provided to the Darebin community and be flexible to address changing community needs with innovative services and facilities."*

Council's role in funding and providing community care services for older people contributes significantly to the overall strength of the local Darebin aged care service system. Within Council our knowledge of the community, our planning role and capacity provides essential links between our aged and disability support services and other service and land use planning, community health and wellbeing planning, community safety planning, recreation, housing, transport, peak oil adaptation and climate change planning.

Council's provision of community care services for older citizens also enables an important internal communication pathway through the service provider - resident relationship that informs us about other needs, issues and solutions in the municipality.

A primary aim of this Strategy is to further strengthen these links within Council by progressively developing a whole of council approach to Active and Healthy Ageing whereby all of Council's planning and service activities are considered through the life course lens of Later Years. This approach is detailed in the Council's *Community Health and Wellbeing Plan 2009-2013* and facilitates an integrated planning approach to address the priority health and wellbeing needs of our community. This Strategy is also aligned with Council's human rights, social inclusion, diversity and gender planning principles.



## 5. Key Themes from Consultations – Needs and Aspirations

The following list provides a brief overview of the strongest and most frequently expressed needs and aspirations of those Darebin older people and other stakeholders who participated in the consultations:

- Being valued and having a meaningful role to play in the community
- The importance of community neighbourhoods and social networks –contact with neighbours continues to be something that is important to people as they age, especially when living alone
- Opportunities to be involved in social and community groups and having open and welcoming access to them is essential
- Support to engage in community life and reduce isolation
- Environment - heat stress is difficult for older people
- Life Long Learning and opportunities to learn about and use technology and access to English classes
- Aboriginal elders expressed the importance of being independent, and that good physical health enables better mental health and the ability to cope with stress. Good relationships and having younger friends were seen to be important for a healthy and connected life
- Civic Participation – educating the community generally about Council governance, resident participation in decision making and the role of advisory/steering committees could flow on to improve participation by all people, both younger and older
- Ageing in place – remaining in their homes - remaining a part of their community- locally based residential care
- Access and Affordability –health services, community care services, housing, leisure services
- Access to good food
- Safety issues - both inside and outside the home
- Transport and mobility – essential to enable connectedness and participation in community and civic activities
- Up to date and culturally appropriate information on what is available
- Opportunities for intergenerational activities
- Open spaces were considered very important to healthy lifestyles.

The ways in which Council could foster and promote the further development of partnerships with other local organisations involved in community care services and active and healthy ageing activities included:

- Conducting joint planning initiatives, ongoing consultations, working groups for time limited tasks, and regular interagency discussion groups/forums
- Creating formal partnership arrangements on matters of common responsibility and interest, such as service gaps, use of common assessment and care planning tools, addressing social isolation, and provision of information for clients and residents
- Facilitating aged and disability network meetings
- Meeting regularly with both individual agencies and groups of agencies
- Producing newsletters to be accessed by agencies and networks
- Creating a stronger link with the division of general practice
- Identifying appropriate ways to reach out to smaller agencies and strengthen relationships
- Celebrating achievements of Council, networks and other agencies
- Fostering harmonious relationships by showing respect and fulfilling responsibilities that impact on other agencies, for example, following agreed processes and protocols
- Creating formal memorandums of understanding in some circumstances
- Holding joint planning meetings, establishing committees and actually communicating face to face with each other were seen as a good approach to agencies working collaboratively.

## 6. The Vision and Principles that will guide Councils work towards creating an Age Friendly City

The Active and Healthy Ageing Steering Committee developed the following vision that will guide Council and the community in the shared pursuit of an Age Friendly City by 2021.

### Vision

“Building on our strong foundation the Darebin community in 2021 is one that fully embraces and celebrates older citizens and values their wisdom and contribution. The community is vibrant, happy, caring, compassionate and inclusive of all ages, cultures, abilities, backgrounds and lifestyles. We collectively meet the challenges of an ageing population with a generous spirit and we see older people as part of the solution not as the problem.

An integrated whole of council approach to the ageing population is evident in all the work, policies and planning activities of the Council. Older residents are able to age in place, access a range of affordable services that support them to age well and are able to get around the community with ease. The community is characterised by a raft of social networks and intergenerational programs that older people actively participate in and all citizens feel connected and supported in their neighbourhoods”.

### Principles

The key principles that will guide Councils work towards creating an Age Friendly City are drawn from those that the Victorian Government has adopted for all Senior Victorians. These principles also mirror the themes that emerged from the community consultations held in Darebin to develop this Strategy.

Older People in Darebin should have:

❖ **A Valued Role**

Certainty that they are valued and listened to for their past, current and future contributions.

❖ **Their Rights Upheld**

Confidence that their rights will be upheld, their autonomy accepted and their dignity respected.

❖ **Opportunities for Participation**

Opportunities to fully participate in their communities.

❖ **Ease of Access**

Easy access to information, support and services to maximise their independence and maintain health and well being.

❖ **Responsive Services**

Services and communities which are responsive to their particular needs and interests and which recognise the diversity of the community.

## 7. Strategic Policy Statements and Future Directions

Under the Local Government Act Council's role is broad, from directly providing services and maintaining facilities, to supporting community cohesion, to advocating for the interests of the community.

Throughout the process of developing the Strategy five roles of Council were explored and provided the framework for the development of the Strategic Policy Statements and Future Directions. These roles are:

1. A Provider of Services and Facilities
2. A Planner and Coordinator
3. A Partnership Builder
4. An Advocate and Facilitator
5. A Community Capacity Builder

These roles are aligned with the Australian Local Government Association's articulation of the various roles that local government has in relation to the growing older population. They are also aligned with Council's legislative authority and community responsibility to plan for the local area and to ensure community health and well being. They collectively support Council's overall objective to facilitate an Age Friendly City.

### 1. Council Role: Provider of Services and Facilities

#### 1.1 Policy Statement – Service Scope and Funding

As the Darebin population continues to age, the importance of high quality, inclusive community care services has never been more apparent. Council recognises the importance of community care services for helping people live in their own homes and local community longer, maintaining their independence, combating social isolation, supporting carers and for overall healthy ageing. In partnership with the Federal and State governments, Council will continue to provide and contribute significant levels of its own resources to ensure a comprehensive range of aged and disability services that are of a high standard and meet the diverse needs of the ageing Darebin population.

Importantly, while Council may undertake activities around its role of advocate, leader, planner and partnership builder, the undertaking of some of the directions and activities by Council in its role of service provider will require approval and resource allocations through Council's annual budget process. Council will need to consider and balance its aged care service provision resources and any new service/project initiatives in light of other needs and strategies across the whole of Council for each coming year during the ten year lifespan of this Strategy. Additional funding will also be sought as opportunities arise from the Commonwealth and State governments and other funding sources for specific projects.

#### Direction 1- Inclusion

Council will ensure total inclusiveness in the provision of all of its aged care and related services for older residents. We will continue to work on proactively eradicating any barriers to service access and service provision experienced by our Aboriginal, CALD, residents with a disability and those who are financially and/or socially disadvantaged.

### *Direction 2- Funding*

Council will aim to continue its proud and longstanding commitment to aged care and the vital services provided. We will aim to continue to ensure that there are no waiting lists for core services such as assessment of needs, general home care, personal care, respite care, home maintenance and meals.

To honour this commitment Council will, for the ten year lifespan of this Strategy aim to contribute between 41% and a maximum of 45% of the total funding of the Aged and Disability Services Department budget per year, with the upper limit of 45% not expected to be required, if at all, until the latter stages of the ten year period. This undertaking will allow for a steady but modest increase in the available hours of the primary services that enhance our older citizen's ability to remain living independently in their homes and the local community.

This commitment will also enable Council to continue to provide the current range of services within a quality framework characterised by flexibility and responsiveness to resident needs; and to continue to have a well supported and appropriately paid and trained workforce.

### *Direction 3 – Demand Management and Targeting*

Within the resources available Councils HACC services will have a predominately early intervention, capacity building and restorative care focus. In line with the HACC Program's intention to provide "basic maintenance and support services that are essential to a person's continued independence" and to "target services to those who have the greatest need and /or capacity to benefit from them", the City of Darebin will continue to implement a predominantly population based approach to the targeting of its HACC services for older people. This means that the resources available will be primarily targeted on the basis of providing general support to larger groups of eligible individuals requiring relatively small and/or episodic inputs rather than to individuals with high risk and complex care needs requiring relatively large and resource intensive inputs.

As older people find activities of daily living becoming more difficult, Council will use its skilled HACC information and referral and home based assessment service to identify how functional capacity, social connectedness and wellbeing can be best improved or maintained for that particular individual, within the context of their own history and aspirations; and within the context of the range of services and supports available through Council and other service providers in the local community.

### *Direction 4- Complex Care Needs and Packaged Care*

Whilst Council's mainstream HACC basic services are unable to accommodate the needs of individuals that require ongoing high levels (volume) of service and/or case management, Council does recognise that at any point in time, the needs of individual residents accessing its HACC services could escalate from basic care to more complex care. These residents will require the Councils HACC suite of services to provide some form of transitional care arrangements pending the older person being able to access more appropriate community based/residential care services that are designed to meet complex care needs. To this end, a limited proportion of available resources will continue to be targeted to those individuals seen to be at high risk and requiring relatively large inputs, but this support will be closely monitored and time limited for each individual. Council will undertake a strong advocacy role for increased funding for the Darebin community from both the Federal and State governments for all residents requiring such care. It will advocate for sufficient resources to allow a balance of access to community care, between those in our community with early and low levels needs and those with higher levels of complexity and dependency.

In addition to this, Council will continue to provide a HARP program for those residents with complex care needs at risk of hospital admission; a HACC Aboriginal liaison service that aims to increase access to Councils HACC services by aboriginal residents and ensure our services are culturally appropriate; a high needs HACC

day care program for older people with dementia and the associated respite for their carers; and community aged care packages (CACPs) for frail older people who are eligible for residential care but who prefer to remain in the community and are capable of doing so with appropriate support.

Over the next decade as Council advocates for an increase in these and other services that address complex care needs within the Darebin municipality; it will also further integrate its own CACPs, HARP, dementia care and HACCC services so that older citizens experience a seamless transition from HACCC basic services to high needs community and packaged care.

### Direction 5 - Food Services

It is widely accepted that adequate nutrition plays a fundamental role in the maintenance of health, self-sufficiency and quality of life in older adults. Around the world, delivered meals are provided on the fundamental assumption that the provision of food will improve the quality of the recipient's diet, and contact with the meal deliverer is an important element of the service that addresses social and health monitoring needs.

The delivered meals program forms an essential part of the overall suite of aged and disability services provided by Council. The purpose of the service is both preventative and restorative. It supports residents who are at nutritional risk and eligible for support under the HACCC program to access affordable, nutritional foods. The service enables residents to continue to live within the community and maintain a level of independence.

As the Darebin population ages over the next 10 years it is anticipated that the delivered meals program will continue to be at the core of Councils' food services program. Council will ensure that the delivered meals program meets the diverse needs of the older Darebin community including specialist dietary and cultural requirements. Council recognises however that many older people have a range of differing needs/and or wishes concerning their food preferences and social connections. For some service users the social contact may be considered more important than the meal itself. Whilst in many cases a delivered meal is the most appropriate service response, for others alternative models of support, such as group meals and cafe style meals may be more appropriate.

Throughout the lifespan of this Strategy Council will explore and develop local models for providing nutritional assistance to meet the changing needs, expectations and preferences of older Darebin residents. The policy shift to an active ageing approach provides the opportunity and framework to implement a more integrated and capacity building response to support isolated and at risk older people. Council will seek opportunities to enhance centre based meals service provision by actively engaging with eligible food service recipients to participate in communal based meal programs; Council will facilitate and support innovative meal service developments that focus on opportunities for older people to socialise whilst sharing a meal; and also support opportunities to enhance the skills and knowledge generally on nutrition and meals preparation.

### Direction 6 - Service Quality

Council will heighten its focus on service quality and develop and implement service quality measures in key performance areas for all the aged and disability service types. This will encompass the development and implementation of a continuous improvement resident feedback strategy for the Aged and Disability Services Department that provides opportunities and processes for service users and their carers to participate in the ongoing planning and delivery of services.

## **1.2 Policy Statement – Active Service Model**

Council will continue to progressively implement the new direction for its HACCC and related aged care services: the Active Service Model (ASM). An ASM approach emphasises the provision of person centred, timely and flexible interventions that prioritise capacity building and restorative care to maintain or promote a

person's capacity to live as independently as possible, regardless of age. It recognises that given the right support people using services have the potential to improve their capacity and wellbeing and that the HACC service system can facilitate this. In essence ASM is about people being more active in making choices and decisions that affect them as well as leading a more active lifestyle.

An active service approach to service delivery will require an ongoing critical review of how well the ASM policy objectives are incorporated into the existing and evolving ways we plan and deliver Councils HACC and related aged care services. It is also an opportunity to explore new and innovative service models. The specific areas Council will focus on throughout the lifespan of this Strategy include:

- the promotion of a 'wellness' or 'active ageing' approach that emphasises optimal physical and mental health of older people and acknowledges the importance of social connections to maintaining wellness;
- strength-based assessment;
- goal-directed care planning;
- enhancing or rebuilding client capacity in undertaking the activities of daily living;
- the provision of timely and flexible services that support people to reach their goals;
- better access to allied health services and enhanced partnership work with local community, acute and sub acute health care services ;
- maximising the strengths of the staff/client relationship;
- encouraging client participation in health-promoting activities, and strengthening social support, for example by reconnecting the person with interests and activities outside the home that may have become difficult to maintain due to chronic illness, low morale or disability.

### *Direction 7 - Person Centred Care*

Older residents accessing HACC and related aged care services from the City of Darebin will receive more tailored and individualised support. Services will work with the person to build their confidence and ability to live as independently as possible. Individuals will experience more empowering support and Council will also promote and assist them to connect to a network of services available in the local community and facilitate opportunities to enhance their quality of life. In essence, over time, the intent of Councils HACC and related service provision to older residents will be to enable residents to:

- experience a team of people working with them;
- be more socially connected;
- have more control of their mental and physical well being;
- experience a more personalised and enabling service;
- see themselves as partners with Council in their health and wellbeing;
- experience health and wellbeing benefits from increased participation;
- feel more supported by working collaboratively with services whereby they are assisted to undertake daily activities, rather than services doing things for them; and,
- experience a better quality of life.

### *Direction 8 – Carer Support and Recognition*

Council will recognise through future work the considerable and vital role unpaid carers play in both assisting older members of the community to remain at home and in substantially reducing the demand for HACC and related community support services. The differing needs of carers will be reflected in service planning and service provision.

*(See Attachment A for 3 Case Study examples of what the Active Service Model means in practice for Darebin residents and their carers accessing Councils HACC services).*

### **1.3 Policy Statement – Workforce Management , Planning and Development**

Council will continue to prioritise and strengthen the capacity of its Aged and Disability Services workforce by ensuring that a skilled, healthy and valued workforce is maintained. Council acknowledges the operational challenge inherent in the home and community care field of ensuring a safe work place for each employee whilst at the same time ensuring service flexibility and responsiveness. It will endeavour to meet this challenge by developing a comprehensive workforce management and development plan that meets the need for responsive service provision to clients and the needs of direct care staff. Council will aim to achieve a safe and healthy environment for everyone involved.

#### *Direction 9 - Recruitment and Training*

Recruiting and retaining the appropriate numbers and staff mix of qualifications, experience and backgrounds that reflect the community make up of our ageing population to deliver Council's range of services for older people, is and will continue to be a major challenge for Council. Failure to meet this challenge can reduce the quality and responsiveness of services to the community.

To meet this challenge Council will develop a robust workforce management and development program for its Aged and Disability Services Department. This plan will include the capacity for direct care staff to be trained for and able to work across the entire Department's range of direct care services, thereby enhancing both integration of service provision and the multi skilling of staff. It will also include the training requirements and a comprehensive long term training and development plan for the Home Support Unit as a whole (including information and referral staff, assessment, team leaders, case managers, administrative staff and coordinators) to ensure the delivery of a safe work environment for all; quality service provision and a highly skilled and competent home support workforce.

#### *Direction 10 – Cultural Competency*

Council will develop a diversity capabilities framework for Darebin's aged care services workforce that will focus on attitudes, knowledge and behaviour as key elements of our capacity to deliver responsive services to our community. Cultural competencies define those specific skills, knowledge and abilities which are needed in order to work with diverse communities and workplaces. The development of cultural competencies will be a continuous process and will be a core element of an on-going learning cycle and professional development plan for our aged care staff. In order to develop and embed cultural competencies in the way we do things we will explore our values, communication tools, diversity knowledge and skill base, staff diversity (e.g. bi-lingual worker composition) and the appropriateness of our service delivery.

### **1.4 Policy Statement - Communication and Information provision**

Council will promote opportunities that support older people to remain active in their local communities, ranging from service promotion to social activities and Council decision making processes. This will be achieved through providing accessible information and communication styles, targeting where and how information relevant to older people is disseminated and being flexible in our communication styles to meet the needs of our diverse older adult community.

### Direction 11 - Coordination of Information

Council will have a coordinated approach to the production of well written, simply described and illustrated information in a series of languages and a range of mediums about relevant services, activities, access and pathways.

## **1.5 Policy Statement – Community Facilities**

Council will develop an Integrated Facilities Plan that will include transforming the current Senior Citizen Centres into local community hubs where older people can access a variety of information and activities that foster active and healthy ageing and participate in intergenerational programs.

### Direction 12 - Transforming Senior Citizens Centres

Within the context of a whole of council Integrated Facilities Plan, a long term capital works program will be established, for the systematic upgrade and rebranding of the six existing Senior Citizen Centres that will enable these facilities to be transformed into buildings that host multiple programming and shared intergenerational usage in vibrant community spaces.

## **2. Council Role: Planner and Coordinator**

### **2.1 Policy Statement – Aged Care Services Planning and Coordination**

Council will continue to plan for the needs of the ageing population and ensure services are well coordinated through collaborative partnerships. It will aim to build and strengthen the Aged Care Service system for the benefit of the whole Darebin community.

### Direction 13 - Aged Care Planning Forum

Council will take a leadership role in bringing together key aged care service providers from across the municipality to form a Darebin Aged Care Planning Forum. The forum will provide a forum for senior managers of local Aged Services to plan and review aged care services across Darebin in an environment of ongoing policy and service sector change; improve integrated aged services planning, coordination and service delivery; and provide a meeting point for direct communication and advocacy with relevant peak bodies and stakeholders about agreed issues.

### Direction 14 - Aged and Disability Services Network

Council will continue to host and resource the Darebin Aged and Disability Practitioners Network that provides an informal opportunity for information sharing and discussion amongst staff from a range of organisations who deliver services in Darebin to older people, people with disabilities and their carers.

### **2.2 Policy Statement – Housing**

“The human right to adequate housing, which is thus derived from the right to an adequate standard of living, is of central importance for the enjoyment of all economic, social and cultural rights.” (UN Documents: E/CN.4/1001/4)



Council will continue to take an active role in facilitating the availability of a range of housing options for people as they age to meet their changing circumstances and support needs and enable them to age in place. The housing options will be reflective of the diversity of the community and pay particular attention to those cohorts in the community who are most disadvantaged. Council will support them to plan for their housing to ensure they are aware of and understand the housing options. The housing options will be reflective of cultural and financial diversity as well as individual choice and need.

With an increased demand for an Age Friendly City, housing for the aged in appropriate locations and in close proximity to transport, activity centres and services is essential for the well-being of the community as they age. This requires planning that is inclusive of an ageing population in relation to land use, transport, open space, buildings and facilities development, leisure and recreational opportunities, services, and communication strategies.

#### *Direction 15 - Land Use and Statutory Planning*

Council will continue to progress Councils' Statutory and Land Use policies and guidelines to reflect the needs and complexities of aged housing options and residential aged care development.

#### *Direction 16 – Affordable and Social Housing*

Council will continue to monitor and advocate for increased availability of and access to affordable and social housing options for older people that are safe, well-designed and maintained, provide security of tenure and have access to appropriate services and supports.

#### *Direction 17 – Supported Living*

Council will continue to monitor supply and demand for different types of supported living particularly residential aged care, community care packages and retirement accommodation. We will identify the gaps, issues and trends and continue our strong leadership and advocacy role at the local, State and Commonwealth levels too ensure there are a range of supported living options to allow people to age-in-place according to their individual and community aspirations.

### **2.3 Policy Statement – Transport**

The City of Darebin has a vision to be “a community where transport plays a positive role in connecting residents, visitors and employers so that its social networks are strong, local and metropolitan opportunities are accessed easily and the local economy prospers” (*Going Places: Darebin Transport Strategy 2007-2027*).

Access to adequate, appropriate and affordable transport is a key factor that influences active and healthy ageing. Being able to safely move around the city determines levels of social and civic participation and influences access to community and health services. The transport system comprises a range of modalities including public transport, community transport, taxis, driving, cycling and walking. Connections and confidence to access these options underpin the success of our community to age well.

Councils focus will be to support the community to link and engage with the variety of transport modes available and encourage older people to take up sustainable transport options. Council will pay particular attention to those individuals and groups in the community who are ageing with significant social, physical, mental and transport disadvantage. This will be achieved by the ongoing development of the Community Transport Service. This focus will increase social inclusion, enhance health and environmental outcomes and improve community safety.

### *Direction 18 – Community Transport Service*

Councils Aged and Disability Services Department will broaden access to the existing Community Transport Service and more efficiently utilise Council resources through ongoing service planning and enhancement. This will include expansion of the group pick-up model and increased destination options to facilitate greater community participation. Council will also support older eligible residents to access medical and health services through a more efficient model of assisted transport.

### *Direction 19 – Linking Older People to the Range of Transport Modes*

Councils Aged and Disability Services Department will proactively engage with individuals and groups who seek to remain or become connected and active. We will link them and provide support for them to confidently take up more sustainable transport modes including public transport, community transport, cycling and walking.

### *Direction 20 – Integrated Transport Planning*

Council will ensure that planning for strategic land use and urban design reflects the transport needs of a diverse ageing community. We will continue to work towards integrating the function of community transport within the broader transport framework. This will build on the efficacy of the local transport system and improve access where there are identified gaps for our target groups in relation to geographic location, frequency of transport and affordability.

## **3. Council Role: Partnership Builder**

### **3.1 Policy Statement – Internal partnerships**

Council will develop internal structures and processes to ensure a whole of council approach to the planning and delivery of services to its older citizens and to facilitate an Age Friendly City by 2021.

### *Direction 21 - Whole of Council Approach*

Council will adopt a whole of Council approach to the ageing population by:

- ensuring the development of an annual Active and Healthy Action Plan during the ten year life span of this Strategy that will be inclusive of all of Councils services,
- developing an Integrated Facilities Plan that will provide a comprehensive direction for ensuring the community as a whole has access to a range of facilities to meet needs for learning, making social connections and recreation, and
- fostering an Age Friendly Built Environment.

### **3.2 Policy Statement – External partnerships**

Council will further develop and encourage partnerships that support sustainable, innovative and efficient service delivery models that support older people to age well. It will foster strategic alliances and partnerships with other key service providers and community members in the municipality in the design, development and implementation of an Age Friendly City.

### *Direction 22 – Strengthening Partnerships*

Council will further strengthen and prioritise its work efforts in the well established partnership relationships it already has with other key service providers and community members including the members of the HACC Aboriginal Liaison Program Steering Committee; the Darebin Community Health Service; the Spectrum Migrant Resource Service; and the Our Homes Our Health Steering Committee. All these services/networks are to varying degrees and for particular population groups focused on:

- identifying the physical well being needs and issues of older people across the municipality and jointly planning for future developments
- increasing the opportunities for older residents to engage in healthy ageing activities (e.g. well being/physical activities)
- increasing access to key services necessary for healthy ageing, and
- promoting a healthy ageing approach in the Darebin community.

Council will also take a leadership role in facilitating the development of new partnerships with a range of external organisations to progress active and healthy ageing initiatives across the municipality.

### *Direction 23 - Forging New Partnerships with the Community*

Working towards an Age Friendly City by 2021 will provide a range of opportunities for Council to foster new connections and partnerships with the community. This includes older people, carers of older people and community groups. This Strategy and the accompanying Annual Action Plans provides the opportunity to formulate joint approaches and further develop partnerships across the community. Council will actively embrace these opportunities and proactively facilitate a culture of community participation and collaboration.

### *Direction 24 - Service Agreements and Protocols*

Council will continue to develop a range of service agreements and protocols with external agencies to clarify roles, broker services, simplify interagency processes, enhance service provision and establish ways to reduce any duplication of resources and effort.

## **4. Council Role: Advocate and Facilitator**

### **4.1 Policy Statement – Advocacy and Facilitation**

Council will develop an Advocacy Plan to advocate for continued and increased funding from State and Federal governments so that the City of Darebin can continue to deliver the range of community care services effectively. In particular, Council will strongly advocate for increased growth in community care to meet demand and will advocate that the Commonwealth review the indexation arrangements in the HACC program to reflect the real costs of providing care.

Council's advocacy and facilitation roles will also support residents to address critical factors influencing healthy ageing. These factors include financial security, housing security, physical health, emotional wellbeing, access to services, independence and respect as well as living in and participating in a familiar community.

Council will facilitate partnerships with community, organisations, peak bodies and governments to enable responsive and collaborative advocacy approaches to emerging issues and trends affecting our older citizens. We will lead responsible service re-design with innovation and facilitate community engagement that fosters cultural exchange and community connection.

### *Direction 25 - Advocacy*

During the ten year lifespan of this Strategy, Council will remain firmly committed to advocating that any health reform delivers increased access, better services and more community based health care options for Darebin's older citizens. It will advocate for more continuity of care between HACC and related services in the primary, acute, sub acute, and mental health services system.

There is and will continue to be supply pressures for community care services for older people. Council will prioritise its advocacy role in aged care and in doing so will strongly advocate to the Federal Government for an expanded and more unified community care system to support older people who wish to age at home and in their local community. It will advocate for sufficient resources to allow a balance of access to community care, between those in our local community with early and low level needs and those with higher levels of complexity and dependency.

### *Direction 26- Older Citizens Charter*

Council will work with the community to facilitate the development of a Darebin Older Citizens Charter. The Charter will be linked to Councils evolving and leadership work on human rights, social inclusion and the prevention of violence against women. The Charter will aim to promote and protect the rights of older people who reside in Darebin, by combating ageism and age discrimination.

The Charter will also aim to assist older people of Darebin to live lives of dignity; and change the prevailing societal view of older people as passive recipients of services and as potential burdens on resources - to individuals with knowledge, power and experience. It is envisaged that increased respect for older people will improve relationships between different generations and make our community more cohesive.

### *Direction 27 - Climate Change and Peak Oil Adaptation*

Council has established itself as a leading facilitator of change and action in this area. The Darebin community Climate Change and Peak Oil Adaptation Plan was adopted by Council in 2009, and through a Climate Change Action Plan, aims to support the Darebin Community to reduce greenhouse gas emissions through targeted programs and services; advocacy; and strengthening community networks and mobilisations.

Climate change can have particular impacts on health and wellbeing of older people including: extreme weather events (heat wave in particular); the availability, access and affordability of fresh and healthy foods; and increases in costs of petrol and utilities affecting low income pension based households. Adding to this, preparing for the implications of Peak Oil also requires a range of programs including transport strategies and community education programs. Within the policy framework already adopted by Council, Council will continue to identify and address the strong correlation between health and wellbeing and the environment; and further develop ways our older citizens can be engaged in information and education about our environment, peak oil and climate change, as well as access to services and resources that reduce water and energy use and costs for these households.

### *Direction 28- Facilitating an Age Friendly Built Environment*

Council will continue to develop and implement a range of strategies for designing Age-Friendly Built Environments including:

- the promotion of age-friendly built environments
- creating safe and secure pedestrian environments
- fostering age-friendly community planning and design

- improving transportation options for older people
- supporting recreation facilities, parks and tracks, and
- encouraging housing choices.

## 5. Council Role: Community Capacity Builder

### 5.1 Policy Statement – Building Community Capacity

Council will continue and strengthen its longstanding commitment to work with the community to build community capacity. A number of factors influence the well being of older people. Critical elements for good health and wellbeing include social supports such as friendships and remaining active members of local communities. The well being of older people is inextricably linked to their engagement with others and Council's role in community capacity building with older people will therefore focus on increased connectedness, partnership development and collaboration.

Council's goal will be to ensure that older people experience an increased sense of worth and value; and have opportunities to participate in the local community and their neighbourhoods and in doing so have a strong sense of belonging and connection to the community in which they live.

#### Direction 29 – Service Orientation

Council's services will assist older people to remain connected to the local community and will build on the abilities and recognise the resilience and capacities of older people. Council will actively cultivate an internal and external service culture that views older people as natural community leaders and as significant community assets.

## 8. Key Supplementary Reports

This Strategy document provides the overarching strategic framework and policy statements for Active and Healthy Ageing in Darebin for the next ten years.

Two key documents that underpin this strategy are the:

- ***Community and Stakeholder Consultation Report, August 2010***
- ***Darebin Older Citizens Profile, August 2010***

Both these documents have provided the contextual information necessary to understand the existing and future make up of Darebin's older population, the current and emerging needs of older residents and the aspirations of our older citizens to age well in Darebin.

The third and primary set of documents that will be the essential companions to this Strategy are the:

- ***Annual Active and Healthy Ageing Action Plans***

These will be Whole of Council Action Plans, developed each year throughout the ten year lifespan of this Strategy.

The Annual Action Plans will be designed around the core features contained in the WHO's age friendly cities guide. The WHO's framework looks at 8 aspects (which are highly interconnected) that need to be considered in the development of an age friendly city. These are:

- Outdoor spaces and buildings
- Transport
- Housing
- Social Participation
- Respect and Social Inclusion
- Civic Participation and Employment
- Communication and Information
- Community Support and Health Services

These topic areas mirror the needs and aspirations expressed in the community consultations and will translate the strategic policy statements and future directions into practical tasks and actions. The breadth of the issues encompassed by these areas demonstrate the need for a whole of council approach to active and healthy ageing and the need to work in partnership with other organisations, groups and the community.

It is expected that the vast majority of actions outlined in the annual action plans will be achieved within existing resources. A few actions however may require additional resources. During Council's annual budgetary process, new initiatives that have resource implications will be presented for Council's consideration. Council will need to consider and balance these initiatives in light of other needs and strategies across the whole of Council for the coming year.

The Strategy and all of the supplementary documents can be accessed via the City of Darebin website at [www.darebin.vic.gov.au/activeageing](http://www.darebin.vic.gov.au/activeageing)

As part of the performance reporting on the Strategy and the accompanying Action Plans, Council will receive quarterly progress reports and there will also be annual public reporting.

## Attachment A

### Darebin Active Service Model Case Studies, September 2010

#### **Case Study 1 - Marie**

Marie was referred to the Council as she was finding it increasingly difficult to maintain her home, particularly with the heavier housework tasks. Marie was spending more and more time in bed and found it difficult to get up and get going.

Home care services commenced and Marie was encouraged to work alongside the staff member. As Marie became more comfortable with the staff she began to talk about her depression and lack of motivation.


Marie was encouraged to join an exercise group to see if it helped with her mood and to talk to her doctor about whether the medication she was on was working for her.

Marie did have a change in her medication and her mood began to lift. She increasingly became more engaged in her home care tasks and was happy to take on advice on how to do tasks easier. With support, Marie has now resumed all her home care tasks, is participating more in activities in the community, and participates in regular exercise.

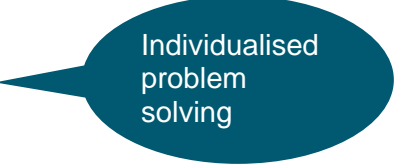
It is likely that prior to implementing a more active service approach that the City of Darebin would have provided Marie with regular ongoing home care and may have inadvertently contributed to her depression. Using an active approach we have supported Marie to seek better support for her depression and reconnect with her peers and the community.

Staff comment on how different Marie looks and acts now than when they met her earlier this year.

#### Active Service Approach Elements



Doing "with"



Individualised problem solving



Capacity building



Working in partnership



Empowerment

## **Case Study 2 – Mario and Maria**

Mario resides at home with his wife Maria. He has memory issues so that he is unable to go out without someone else. Maria provides all the support for Mario with some assistance from their children.

Mario was referred to the Council following admission to hospital for a heart attack in February. In talking to them it was apparent that Maria welcomed some support to assist her in her caring role, and to support Mario to maintain some social contact. Assistance with the shopping and maintaining the home was also identified.

Traditionally the City of Darebin would have provided a weekly or fortnightly respite service in the home to supervise Mario whilst Maria was able to have a break. Using an active service approach Mario identified that he would like to reconnect to the choir he was previously a member of.

The respite service was designed to support Mario re-engage with the choir. Maria also came along to build trust in the service and to see that Mario could participate and manage without her support.

After 6 weeks Maria started to develop her own social network at the venue whilst Mario started to engage with choir members, sharing a coffee after practice. Maria was enjoying reconnecting with old friends at the same venue so had decided to continue to come along each week.

Mario reports that he is very excited to be back in the choir and Maria has reconnected with old friends. The respite worker commented on how different they both are now: “Mario is chatty and sings a lot and Maria is a lot more relaxed”.

### **Active Service Approach Elements**

Working in partnership

The right support at the right time

Achievable goals

Strengthening social support

Supporting meaningful choice



### Case Study 3 - Joseph


Joseph self referred to Council for homecare support in December 2009. Joseph's health was deteriorating and he was awaiting major heart surgery. He found strenuous tasks very difficult and tired easy. Joseph clearly wanted some support that would be flexible to meet his needs as he needed it. He had good supports from friends but was becoming increasingly more socially isolated as he declined.

Initially, Joseph received home care support once per fortnight and assistance to go shopping for 2 hours per week. An important part of the shopping assistance was remaining connected to the community by being out and about. Joseph states that "this has been my lifeline" and he appreciates that the Council were able to provide a lot of support when he needed it and gradually changed this as his needs changed.


Following his surgery, Joseph continued to receive homecare and shopping assistance but also support for showering and meal preparation.

The support provided has been tailored to help Joseph get back on his feet as he was able. Joseph has now resumed his showering, shopping and community access independently of any support and believes that he will no longer require home care support in the coming weeks. Joseph commented that: "the assistance has enabled me to stay at home and carry on a normal routine during a stressful time".


#### Active Service Approach Elements




Flexible support



Strengthening social connections



The right support at the right time



Promoting independence

## References

Australian Local Government Association, Age Friendly Built Environments; Opportunities for Local Government, December 2005

City of Boroondara, Creating an Age Friendly Boroondara, 2009-2014

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