

# Positive Ageing Plan

2017–2021







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# Executive summary

The City of Subiaco's *Positive Ageing Plan 2017–2021* (the plan) is a four year plan representing the city's commitment to support the city's ageing population. The City of Subiaco acknowledges that the population of older people in Subiaco is increasing and the importance of that demographic having access to appropriate support and services as they age. The plan provides direction for how the city will address, in partnership, the challenges facing its ageing community.

Forecasts by .id, based upon the Australian Bureau of Statistics data indicate that by the year 2021 there will be an increase of 47.6 per cent in the retirement aged population within the City of Subiaco (prior to City of Perth Act). By 2036, one in five Subiaco community members will be aged 60 years and over.

The plan aims to provide effective strategies to facilitate meaningful participation in the community to build social capital whereby community members are involved and take leadership in shaping their community. This approach works towards creating a strong, connected, accessible, harmonious and supportive community.

In alignment with the city's *Strategic Community Plan*, the city has identified six focus areas from which to drive improvements in the quality of life of the older community:

Our sense of community

Parks, open spaces and places

A unique destination

The built environment

An effective and integrated transport system

Council leadership

Under each focus area the city has identified the priorities for actions over the next four years. These priorities are based on the results of consultation with over 250 stakeholders, including community members, service providers and city employees. Consultation was conducted with 7.38 per cent of Subiaco residents aged 60 years and above. Research and consultation methodologies included extensive desktop research, a community survey, a series of stakeholder focus groups, and a workshop with the city's elected members.

This document details the findings of the consultation conducted for the development of the plan, and also provides actions and recommendations for the implementation of the city's new *Positive Ageing Plan 2017–2021*.

Adopted by City of Subiaco Council on 23 May 2017





# Background

## 2.1 Introduction

The City of Subiaco is committed to building a diverse and respectful community that is welcoming and has a strong sense of identity. The city values involvement and input from residents and prides itself on being an inclusive city that listens to and responds to the needs and interests of the community. The *Positive Ageing Plan 2017-2021* focuses on developing a strong, connected, accessible, harmonious and supportive community. The plan responds to the changing demographic of the community and meets the challenges of the increasing number of seniors to build a community which is accessible and inclusive across services and programs.

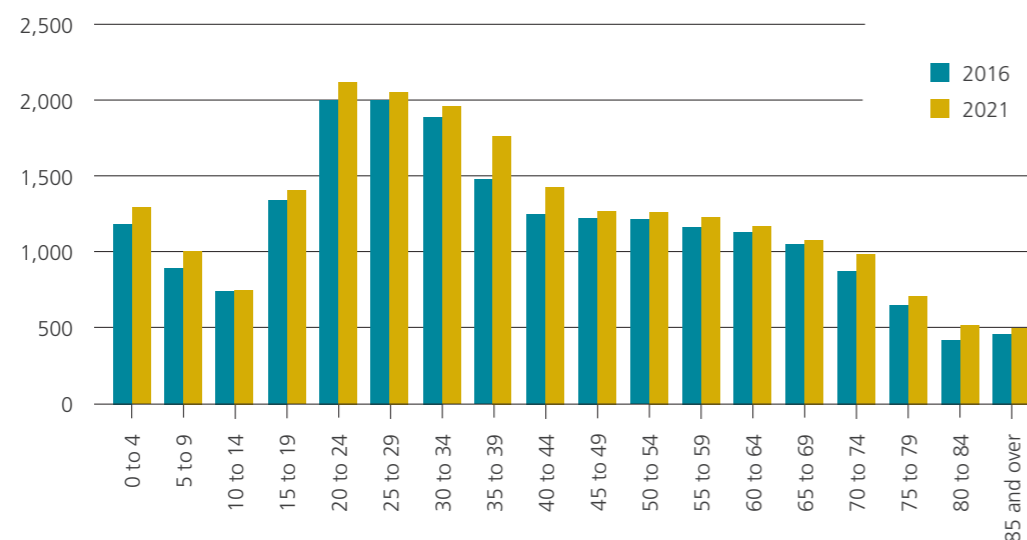
The World Health Organisation (WHO) defines an age friendly community as:

'A place that enables people of all ages to actively participate in community activities. It is a place that treats everyone with respect, regardless of their age. It is a place that makes it easy to stay connected to those around you and those you love. It is a place that helps people stay healthy and active even at the oldest ages. And it is a place that helps those who can no longer look after themselves to live with dignity and enjoyment.' (Global Age-friendly Cities: A Guide; 2007)

The WHO has estimated that between 2015 and 2050, 22 per cent of the world's population will be 60 years of age and over. Between 2011 and 2021 the age structure forecasts for the City of Subiaco indicates that 22 percent of the city's population will be 60 years and older. This is a total increase of approximately 1292 persons aged 60 years and over who will be living within the city.

The implications of an older population will be profound and requires a strategic approach. All countries, including Australia, face major challenges to ensure that their health and social systems respond appropriately to the demographic shift. The development of strategic plans, such as this one, is regarded as an important tool for responding to the needs of an ageing population as it involves all aspects of the city's services and infrastructure.

Figure 1: Ageing Demographic Profile of the City of Subiaco 2016 – 2021



## 2.2 Planning for an Age Friendly Community

The city recognises that the challenges associated with this demographic shift are already impacting the community. The plan seeks to provide guidance and information to enable the effective planning, facilitation and development of a number of programs, services and facilities. The plan will also provide the city with the framework to implement actions that will meet the needs of the ageing population within the city. This includes an evaluation of existing programs, the facilitation and identification of opportunities for resource sharing and the establishment of partnerships.

The specific outcomes this plan aims to achieve are:

1. A community of empowered seniors that focuses on building an inclusive environment using their own strengths and capabilities.
2. Provision of effective strategies to facilitate meaningful participation in the local community, to build social capital whereby community members will be involved and will take leadership in shaping their community.
3. Strengthened connections with seniors to foster increased community capacity where individuals are empowered to access informative services.
4. A council supportive of strong partnerships with local services.
5. A whole-of-city approach to further developing an age friendly community.
6. Best practice adoption of community development principles.
7. Identification of the role of the city and other stakeholders.
8. Identify resources focusing on economic sustainability.

The following research methods were used to develop the plan:

**Desktop research:** Extensive desktop research of existing positive ageing strategies and best practice models of local governments throughout Australia.

**Demographic profile:** The city developed a demographic profile specific to its community, which highlighted the number and proportion of individuals in older age brackets (55 years and above).

**Consultation:** The city engaged with the community through three types of consultation methods:

1. Community survey
2. Stakeholder focus groups
3. Workshop with the city's elected members

### 2.3 Strategic Community Plan

After extensive engagement with the community through the Think2030 visioning process, Council endorsed the city's *Strategic Community Plan* in April 2012.

The city's *Corporate Business Plan 2015–2019* integrates the community's aspirations identified as part of Think2030 into local government operations and service delivery. This plan is the city's contract with the community.

#### Focus areas

Six focus areas were identified as part of the Think2030 visioning process and are documented in the *Strategic Community Plan*. They are:

1. Our sense of community
2. Parks, open spaces and places
3. A unique destination
4. The built environment
5. An effective and integrated transport system
6. Council leadership

The *Positive Ageing Plan 2017–2021* aligns with these six focus areas.

#### Objectives and strategies

Each focus area includes objectives that describe what the community wants to achieve and strategies that guide how to achieve these objectives.

#### Corporate Business Plan

The *Corporate Business Plan 2015–2019* outlines the city's key priorities and actions over the next four years. It is structured around the six key focus areas and sets out the specific actions that will deliver on the objectives and strategies outlined in the *Strategic Community Plan*.

#### Informing strategies, issue-specific plans and operational plans

The *Corporate Business Plan* links through to a range of supporting and informing policies, strategies and plans. These plans are developed in strategic and operational areas and are integrated into the overall framework (Figure 1).

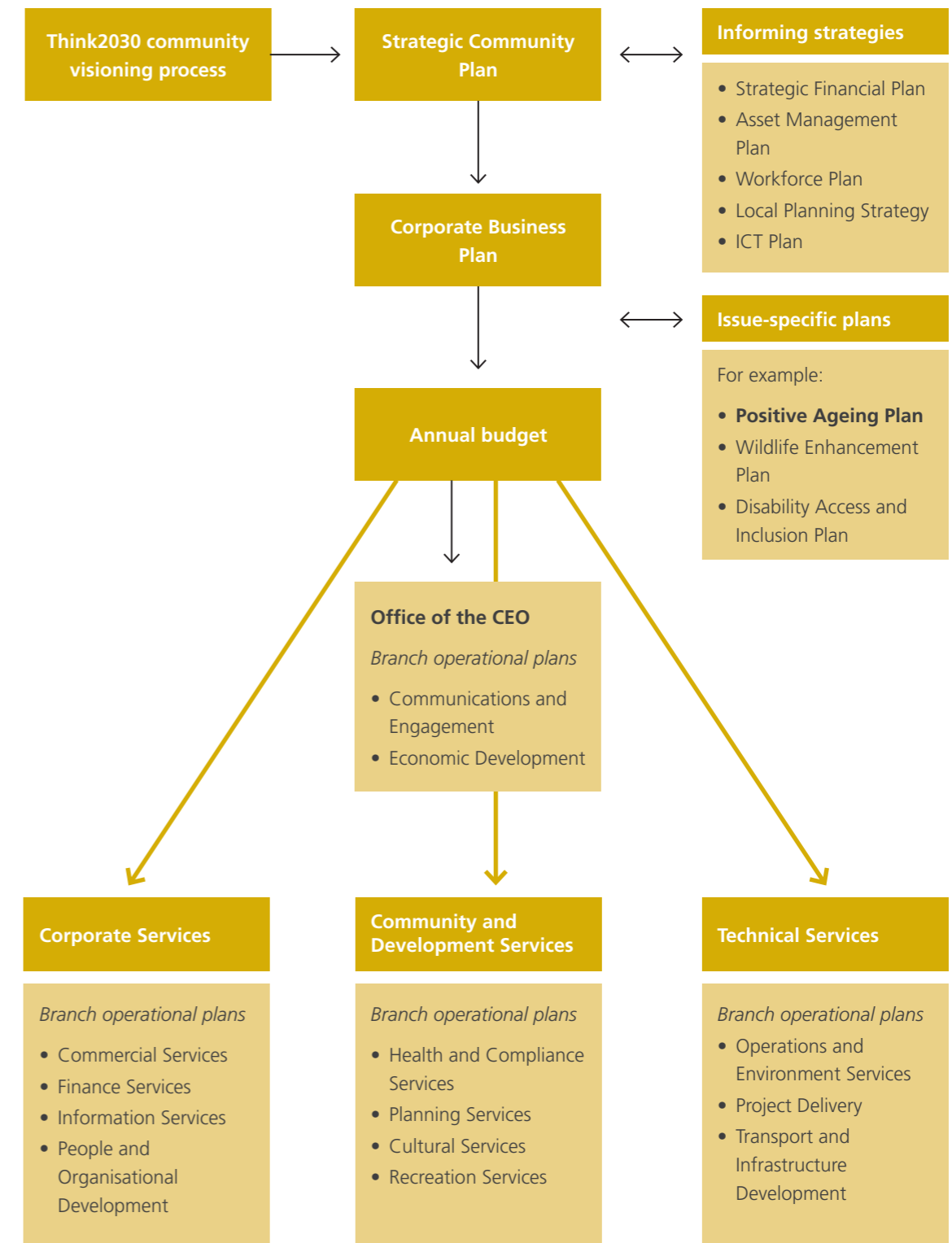
This *Positive Ageing Plan 2017–2021* is one of the issue specific plans.

The plan is consistent with the requirements of Section 1.3(3) of the *Local Government Act 1995*, which states 'in carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity'.

#### Monitoring, review and evaluation

Actions in the *Positive Ageing Plan 2017–2021* either exist in the *Corporate Business Plan*, are reflected in branch operational plans or stand alone in this plan. All actions are monitored and reported against on a regular basis. In accordance with the city's Planning and Reporting Framework, progress of actions outlined in this plan will be reviewed annually. The plan will undergo a complete review and revision at the end of the four-year implementation period.

Figure 2: The Corporate Business Plan framework and supporting and informing policies, strategies and plans (effective 1 July 2017).



# Consultation

This section outlines the approach and outcomes resulting from 251 stakeholders consulted. These stakeholders equate to 7.38 per cent of the community's residents 60 years and above.

## Surveys (Appendix 1)

A community survey was distributed in March 2016 to assess what it is like to be a senior within the city, what the senior community enjoys about Subiaco and what activities and services people think are needed for seniors within the city. The survey was available for a period of four weeks through the city's online engagement hub Have your say Subiaco and by hard copy and direct mail.

The city received 147 survey responses. A large proportion of these indicated they were interested in contributing further to the plan's implementation.

## Focus groups

The city facilitated a total of five focus groups in May 2016, utilising the findings from surveys as the basis for topics of discussion.

- Focus group one: Local service providers
- Focus group two: Community stakeholders
- Focus group three: Community stakeholders
- Focus group four: Community stakeholders
- Focus group five: City of Subiaco officers, representing all branches

The scope of discussion for the focus groups centered on the exploration of three research questions. These were:

- Did the surveys accurately reflect the areas of concern and focus of the community?
- What practical and tangible actions could be undertaken by the city, and other stakeholders, to help address these areas of concern/focus?
- What contributions could the city's ageing community play in making Subiaco a better place to live, work and invest?

The focus groups consisted of twelve participants per group, and gathered targeted and meaningful information that demonstrated the needs and interest of the community. The focus groups gathered information from a variety of chosen individuals to ensure the feedback represented the views of people with varying age, socioeconomic backgrounds, disabilities and the culturally and linguistically diverse community.

## Elected member workshop

Focus group findings and recommendations were presented to the city's elected members in June 2016. The workshop provided opportunity for elected members to give feedback on the key themes listed in Section 3.1.

## Key themes

Seven key themes arose during the consultation with stakeholders.

### 1. Desire to participate and contribute

The desire for older people in the community to remain actively engaged with the community was heavily communicated during the consultation stages. Stakeholders emphasised the contributions they have to offer, as volunteers, part-time employees, customers and participants. There was a keen desire for the potential of these contributions to be recognised by other members of the community, with stakeholders such as the business community identified as being able to better engage with the senior community for mutual benefit.

Another aspect of this theme was the general desire for the senior community not to be considered as just consumers of services, but to play an active role in realising opportunities and developing solutions for challenges that arise with an ageing community. A desire was also expressed by a number of community stakeholders to find opportunities to volunteer for projects that contribute to the community.

### 2. Safety

This topic was explored in detail within all focus group workshops, with it being considered across four related focus areas: Our sense of community; Parks, open spaces and places; The built environment; and An integrated and effective transport system. While safety was consistently recognised as an issue for the ageing community it was found to refer to a range of interrelated factors bundled under a broad area of concern. These factors included:

- risks associated with physical and property-related crimes
- discomfort associated with homeless/displaced individuals in the public realm
- risks associated with interactions with motor vehicles and cyclists
- risks associated with falls/tripping
- risks associated with intoxicated crowded environments at night
- uncertainty resulting from a lack of understanding/misunderstanding of what was happening within different elements of their community.

### 3. Health and wellbeing

Health and wellbeing was highly regarded among the ageing community, and the core areas of focus were:

- the need for services to evolve to meet the changing needs of the ageing community (e.g. increased focus on dementia services as more residents are impacted by the disease)
- a potential expansion in the role of the city in linking residents to services (both offered by the city and by other groups)
- a need to consciously align city policies, decisions and actions to minimise social isolation of individuals within the ageing community
- recognition of the importance of community groups and not-for-profits in supporting the wellness of the ageing community
- recognition of the role that members of the ageing community can play in supporting their own health and wellbeing
- awareness of the vulnerability of the ageing community to individual events such as falls or accidents, and emphasis on the impact that these events may have a dramatic impact on the short, medium and long-term wellbeing of residents.



#### 4. Transport and mobility

A consistent area of focus raised by community stakeholders during the focus groups was related to their ability to move throughout Subiaco. With the general level of accessibility to public transport services considered a strength of Subiaco, there were a number of observations raised by each group including:

- appreciation of services provided by the city including Home and Community Care (HACC) services and 'out and about' bus trips (the city's HACC services ceased on 30 June 2017)
- concern over the removal of the Transperth weekend bus service that was reported to impact upon the ability of sections of the community (in particular those living in Shenton Park) to access the Subiaco Town Centre
- opportunities to improve the availability of bus services early in the morning or late in the evenings on weekends. This was reported to impact on the ability of seniors to participate in events such as the city's recent street party as limited services were available at the end of the event
- appreciation of taxi voucher programs for the senior community that is offered by the City of Subiaco and the Western Australian State Government.

#### 5. Vibrancy and activity

Another key theme arising from the focus groups was the overall desire to maintain or improve the general vibrancy of activity within Subiaco. Community participants and service providers observed that the ageing community still strongly desired to feel a part of the community, even if participation in activities becomes harder over time. A number of participants communicated that current retail vacancies in Rokeby Road were reflective of a general downturn in vibrancy within the city. Overall, there was a strong desire for Subiaco to have a better defined 'town centre' where the community of all ages and backgrounds could positively interact. Finally, there was an awareness of the coming changes to Subiaco as the result of the loss of AFL football at Subiaco Oval, and the Princess Margaret Hospital/King Edward Memorial Hospital redevelopments. These changes were seen as threats to the city's vibrancy, but also as opportunities for new activities and communities if development is done well.

#### 6. Infrastructure

The ageing community identified appropriate infrastructure as a priority during consultation. There was a desire to have infrastructure city wide that is appropriate and suitable to the ageing community, such as seating in parks, footpaths and toilet facilities.

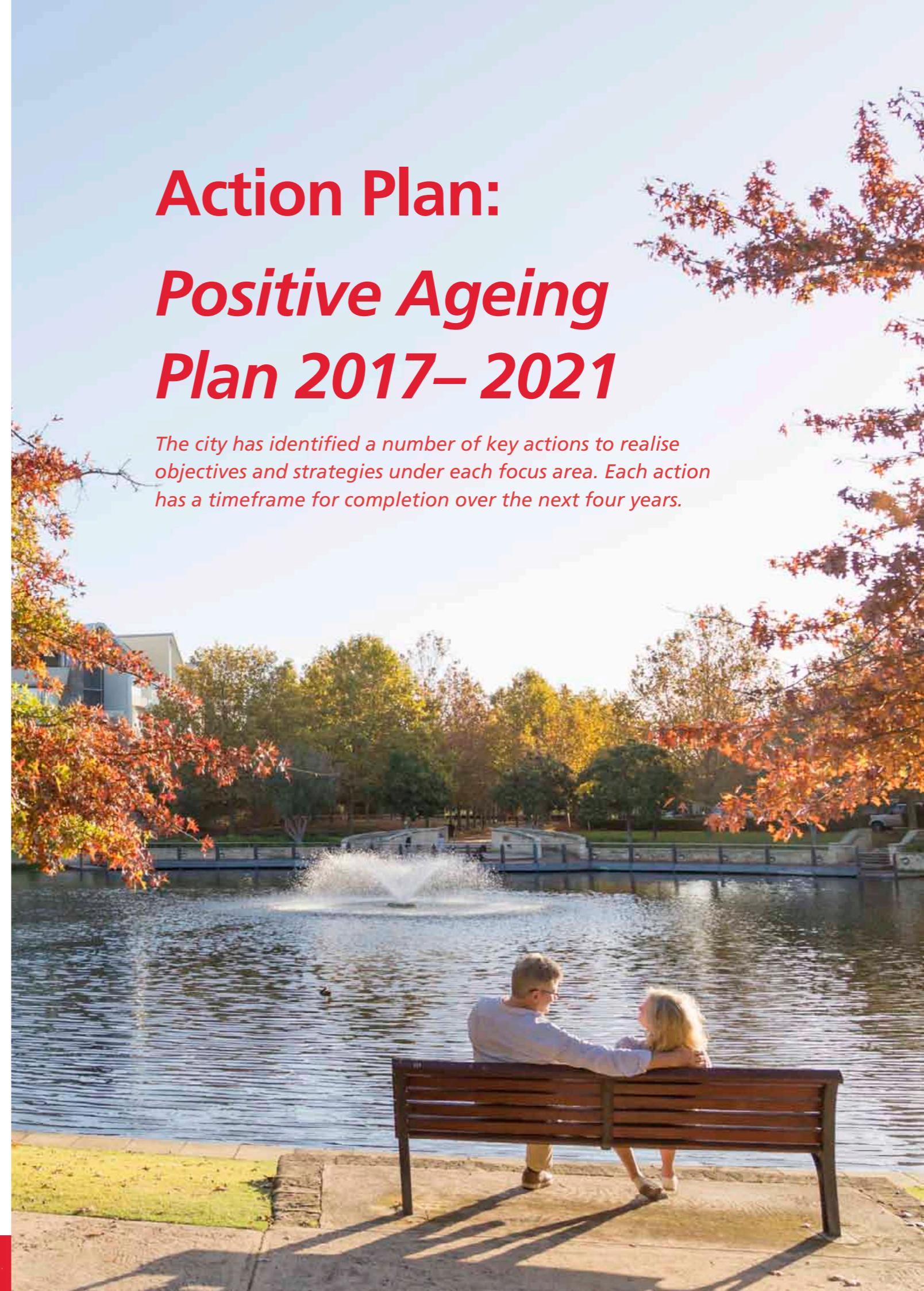
#### 7. Communication

The community raised awareness around preferred communication methods from the city and community organisations in the area. Topics discussed:

- discomfort/lack of technological competence in relation to websites and mobile technologies
- perception of the lack of a central repository/location to access information
- reliance on printed sources of information including newsletters, brochures and community newspapers (Western Suburbs Weekly and The POST Newspapers)
- confusion as to who delivers what services (e.g. HACC services delivered by the city and not-for-profit organisations)
- confusion regarding council structure, and how to engage with the city.

# Action Plan: Positive Ageing Plan 2017–2021

*The city has identified a number of key actions to realise objectives and strategies under each focus area. Each action has a timeframe for completion over the next four years.*





## Focus area one: Our sense of community

The City of Subiaco is a welcoming, safe and diverse community. Our strong sense of identity is connected to a sense of belonging to community and our rich local history is celebrated and reflected through the city's events, programs and public art. The city embraces its diverse community and is committed to creating a sense of belonging for all community members. This action plan lists the city's commitment to the ageing demographic from 2016–2020 to enhance a sense of community.

### Objective one: A sense of identity achieved through an awareness of the city's history

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
1.1.1	Ensure the community's identity and local history is reflected through the city's events, programs and public art	Ensure the community's identity and local history is reflected through the city's events, programs and public art		✓	✓	✓	Cultural services
		Facilitate a local personal history project for long-time city residents		✓			Cultural services

### Objective two: A diverse, inclusive community where all members enjoy a sense of belonging and feel safe

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
1.2.1	Create a social environment that is accessible and inclusive for everyone	Develop a program to improve information technology literacy	✓				Cultural services
		Progressively implement the actions in the city's <i>Disability Access and Inclusion Plan 2012–2017</i>	✓				All branches
		Develop the city's <i>Access and Inclusion Plan 2017–2022</i> and progressively implement the actions	✓	✓	✓	✓	Cultural services
		Continue to provide initiatives through the city and in partnership with community organisations that aim to encourage a strong sense of community and reduce the risk of social isolation	✓	✓	✓	✓	Cultural services
		Develop a coffee club program to enhance social inclusion for community members	✓				Cultural services
		Implement the changes highlighted in the city's Volunteering Program review to explore opportunities to further engage with the ageing cohort	✓	✓			Cultural services

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships		
		Investigate joining the World Health Organisation's Network of Age Friendly Cities and Communities	✓	✓	✓		Cultural services		
		Develop a master plan for the Tom Dadour Community Centre and explore its suitability as a community hub	✓	✓			Cultural services		
		Deliver workshops which will improve the financial literacy of residents	✓		✓		Cultural services		
		Educate the community on falls prevention and healthy active lifestyles	✓	✓	✓	✓	Cultural services		
		Review the Books on Prescription Program and incorporate books related to allied health		✓			Cultural services		
		Advertise internal and external grant opportunities and encourage local community groups to utilise the grants programs to provide initiatives for the ageing community	✓	✓	✓	✓	Cultural services		
		Establish a partnership to work with community organisations to provide education and support to people living with dementia, their carers, family or friends	✓				Cultural services		
		Encourage local community groups and members to organise a Neighbour Day event aimed at the people living alone in the community		✓	✓	✓	Cultural services		
		1.2.3	Increase opportunities for children, teens and young adults to be part of the community	Facilitate intergenerational activities	✓	✓	✓	✓	Cultural services Recreation services
		1.2.4	Maintain an indoor recreation facility for the community	Deliver a range of age appropriate recreation activities	✓	✓	✓	✓	Recreation services
1.2.5	Create and maintain a safe environment for the community	Implement a customer request management system	✓				Information services		
		Progressively implement the actions in the <i>Community Safety Crime Prevention Plan 2016–2020</i>	✓	✓	✓		Cultural services		
		Educate the community to address specific safety issues of concern to the ageing demographic	✓	✓	✓	✓	Cultural services		



## Focus area two: Parks, open spaces and places

All community members have access to a diverse and sustainable range of parks, open spaces and public places in the City of Subiaco. Our parks and open spaces area maintained, preserved and enjoyed for their aesthetic, functional and environmental value. The city offers a range of sociable, age friendly fitness and recreational programs. These programs include Chair Yoga, Zumba Gold, Pilates, Exercise for the Young at Heart and Gold Pilates. This action plan lists the city's commitment to further enhance our parks, open spaces and places to create an age friendly environment.

### Objective two: A wide range of well used parks, open spaces and public places

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
2.2.1	<b>Ensure that parks, open spaces and public places are developed and utilised to maximum benefit for current and future community members</b>	Investigate the installation of exercise equipment in Rosalie Park through the <i>Rosalie Park Master Plan</i>		✓			Operations and environment services Recreation services
		Consult with the ageing demographic in future park and playground developments on whether exercise equipment should be installed	✓	✓	✓	✓	Operations and environment services
		Implement projects as outlined in the <i>Lake Jualbup Master Plan</i> which improve access for the ageing demographic	✓	✓			Operations and environment services
		Investigate opportunities to implement dog friendly areas in parks and open spaces.		✓	✓	✓	Operations and environment services
		Continue to support and investigate opportunities for a community garden		✓			Operations and environment services
2.2.2	<b>Promote active and passive recreation opportunities for all ages</b>	Host exercise activities at outdoor locations	✓	✓	✓	✓	Recreation services
		Investigate an age friendly bike club initiative		✓			Cultural services Recreation services
		Continue to support local walking groups and investigate opportunities for additional walking groups for specific demographics	✓	✓	✓	✓	Recreation services Cultural services
		Facilitate lifelong learning opportunities for over 50s in Subiaco	✓	✓	✓	✓	Cultural services

## Focus area three: A unique destination

The City of Subiaco is an arts and culture hub. The city delivers and supports a range of programs, facilities and events to ensure a wide variety of entertainment options for all ages and interests. The city is committed to creating a unique destination that is age friendly through actions listed in the *Positive Ageing Plan*.

### Objective one: A wide variety of accessible entertainment and hospitality options

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
3.1.1	<b>Encourage a variety of entertainment options for the broadest community</b>	Ensure concerts series are accessible to all community members	✓	✓	✓	✓	Cultural services
		Ensure events held in the town centre are accessible and suitable for the ageing population	✓	✓	✓	✓	Economic development Cultural services

### Objective three: A city that is frequented by local residents, workers and visitors

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
3.3.1	<b>Ensure that the community is informed about what is available and what there is to do</b>	Develop a community directory that captures information about community based organisations, events and activities in Subiaco			✓		Cultural services
		Ensure all information disseminated by the city is accessible, updated and distributed in various formats and locations	✓	✓	✓	✓	Communications and engagement Cultural services
		Promote programs, events and initiatives for the ageing population through a range of mediums	✓	✓	✓	✓	Cultural services
3.3.2	<b>Work towards establishing the Subiaco Town Centre as a destination of choice</b>	Develop a resource to encourage and support businesses to become age friendly and accessible		✓			Cultural services
		Investigate an annual recognition opportunity to acknowledge inclusive and age friendly businesses		✓			Economic development

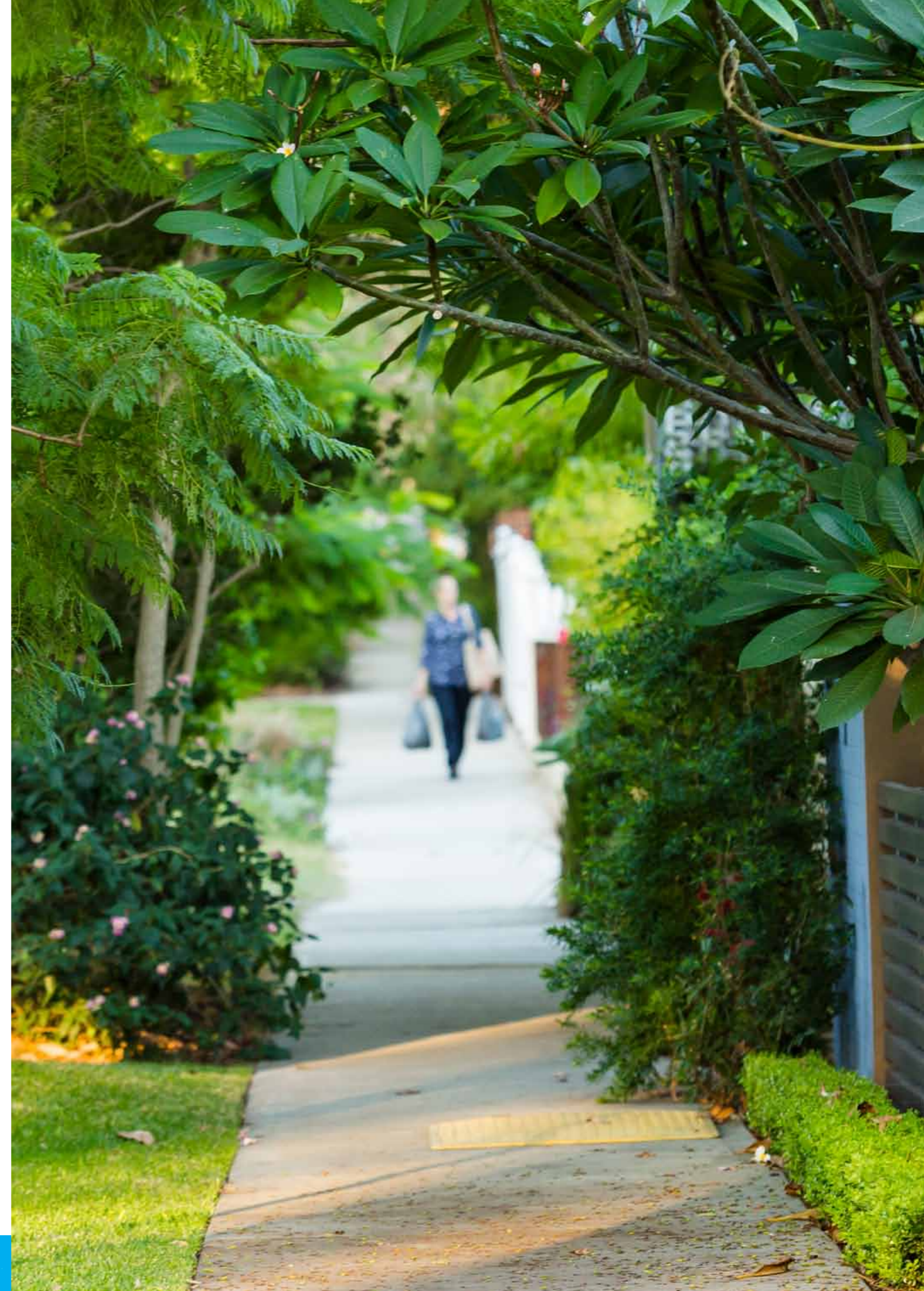


## Focus area four: The built environment

The City of Subiaco has planned effectively for an increased population and a range of housing options are available to accommodate the ageing population of the community. The City of Subiaco continues to undertake works to ensure the built environment is suitable and accessible for the whole community. The community has identified actions through the consultation process to assist the city further enhance the built environment.

### Objective two: A sustainable city that accommodates increasing population, whilst maintaining the valued character

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
4.4.2	<b>Work to ensure appropriate infrastructure exists to support increase density</b>	Continue to maintain and upgrade the built environment to ensure a high standard of accessibility	✓	✓	✓	✓	Transport and infrastructure development Operations and environment services
		Promote the availability of public infrastructure, such as toilets and drink fountains	✓	✓	✓	✓	Cultural services
		Educate relevant staff on practices that enhance accessibility on infrastructure for the ageing demographic such as age friendly communities and dementia enabling environments principles	✓	✓	✓	✓	Cultural services
		Always consider the dementia enabling environments principles to appropriate infrastructure	✓	✓	✓	✓	Project delivery Transport and infrastructure development Parks and environmental
		Investigate areas for improved lighting. Advocate to Western Power where necessary	✓	✓	✓	✓	Transport and infrastructure development
		Upgrade footpaths through the Footpath Replacement Program	✓	✓	✓	✓	Transport and infrastructure development
		Ensure an access consultant is engaged for all major developments in the public realm	✓	✓	✓	✓	Project delivery Transport and infrastructure development
4.2.3	<b>Investigate and consider opportunities for the development of affordable and diverse housing</b>	Ensure structure plans for the city consider the development of age friendly and affordable housing. The ageing demographic should be consulted in the development of those plans	✓	✓	✓	✓	Planning services





## Focus area five: An effective and integrated transport system

The City of Subiaco has a range of safe, convenient and sustainable transport options which are accessible to people living, visiting and working in the city. The city continuously strives to deliver measurable outcomes to the community and deliver a high standard of transport options. A number of opportunities were identified in the Positive Ageing Plan to ensure that Subiaco has effective age friendly and integrated transport systems.

### Objective two: A range of sustainable and accessible transport options

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
5.1.2	Reduce the impact of traffic on local roads	Investigate improvements for safe road crossing and advocate to Main Roads on safe road crossing for the ageing population.	✓	✓	✓	✓	Transport and infrastructure development
5.2.1	Investigate opportunities for regular transport services that are free for users	Review the community transport service	✓	✓			Cultural services
		Investigate a 'hail and ride' service, or similar, within the City of Subiaco boundaries		✓			Transport and infrastructure development Planning services
		Advocate to the Public Transport Authority on public transport options for the ageing demographic	✓	✓	✓	✓	Transport and infrastructure development Planning services
5.2.3	Improve the public transport system that services the city	Continue to implement the <i>Bus Shelter Improvement Plan</i>	✓	✓	✓	✓	Transport and infrastructure development
		Educate the community on utilising public transport	✓	✓	✓	✓	Cultural services
5.2.4	Improve and enhance the city's pedestrian and cycle networks	Educate the community to improve the use of shared paths		✓	✓	✓	Cultural services
		Regularly review the Subiaco TravelSmart Map to ensure it is kept up to date	✓		✓		Cultural services
		Continue to implement the <i>Integrated Transport Strategy</i>	✓	✓	✓	✓	Transport and infrastructure development Project delivery

### Objective three: An effective parking system that is accessible to all users

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
5.3.1	Develop a comprehensive parking system that considers both the supply and management of parking	As car parks are upgraded, ensure bays for those with a disability are provided as required by AS/NZS 2890.6:2009 Part 6 Off-street parking for people with disabilities and be administered in accordance with the Local Government (Parking for People with Disabilities) Regulations 2014	✓	✓	✓	✓	Health and compliance Commercial activities
		Implement the feedback from the ageing population in the development of the <i>Transport and Parking Strategy</i> consultation	✓				Planning services Transport and infrastructure development





## Focus area six: Council leadership

The City of Subiaco Council represents the community to ensure the best outcomes for the whole of the City of Subiaco. The city actively engages with the community to help inform council's decision making.

### Objective one: A leading council that is supported by an excellent organisation

No.	Strategy	Positive Ageing Plan actions	2017-18	2018-19	2019-20	2020-21	Responsible Branch/ Partnerships
6.1.2	Actively engage with the community to inform decision making	Ensure seniors are included in consultation processed by offering a variety of feedback mediums	✓	✓	✓	✓	Communications and engagement
		Develop and maintain a database of residents over the age of 50 years who are interested in being consulted on major projects	✓	✓	✓	✓	Cultural services Communications and engagement
6.1.5	Create organisational and community culture that is underpinned by sustainable practice	Implement actions related to the positive ageing in Subiaco from the <i>Sustainability and Resilience Strategy 2016–2021</i>	✓	✓	✓	✓	All branches

# Acknowledgments

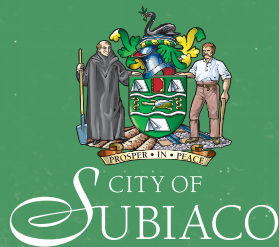
The City of Subiaco would like to acknowledge the contribution of its stakeholders in preparation of the *Positive Ageing Plan 2017–2021*, and thank them for their valuable contribution and participation.

#### Stakeholders:

- residents
- local service providers
- City of Subiaco staff
- City of Subiaco elected members.







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