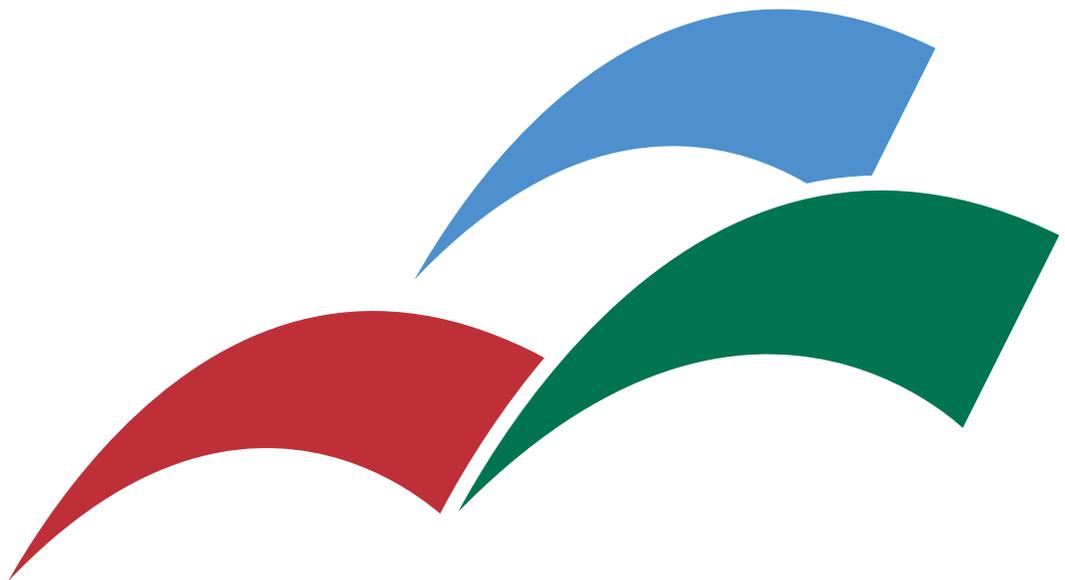


COMMUNITY SERVICES COMMITTEE

SUMMARY OF “A” ATTACHMENTS

27 SEPTEMBER 2005

| Attachment No. | Subject | Page |
|-----------------------|--|-------------|
| A-1 | DRAFT CITY OF ARMADALE SENIORS' PLAN 2005-2010 | 37 – 75 |
| A-2 | REPORT - STRATEGIC DIRECTIONS FOR LIBRARY SERVICES STUDY | 76 – 115 |
| A-3 | JUST COMMUNITIES CONFERENCE DETAILS | 116 – 127 |
| A-4 | DRAFT 2005/06 ARMADALE AQUATIC CENTRE BUSINESS PLAN | 128 – 148 |
| A-5 | RECREATION STRATEGIC PLAN – PROGRESS REPORT | 149 - 167 |



CONTENTS:

| | |
|--|-----------|
| Preface – City of Armadale | 40 |
| Foreword | 41 |
| Executive Summary | 42 |
| Background | 43 |
| Role of the City of Armadale | 43 |
| Seniors in the City of Armadale | 44 |
| Seniors Needs Report 2001 | 44 |
| Development and Consultation Process | 46 |
| Appendices: | 50 |
| Appendix 1 – Key Documents, References and Resources | 50 |
| Appendix 2 – Principles and Objectives of Planning for Seniors | 53 |
| Appendix 3 – Building Code of Australia | 53 |
| City of Armadale Seniors Action Plan 2005 - 2010 | |

Recognition:

The City of Armadale acknowledges the input received from many individuals and groups within the community, which has been invaluable in the preparation of this plan.

In particular, thanks are given to the City’s Seniors Interests Advisory Committee, City of Armadale Management, Advisory Committees and staff, Armadale Community Health, South Metro Public Health Unit, and individual community members.

Prepared for the City of Armadale

by

*Justin Ifould
Community Development Officer (Seniors & Disabilities)*

Phone: (08) 9399 0652

Fax (08) 9399 0184

Email: jifould@armadale.wa.gov.au

This Plan is available in alternative formats such as computer disk, audiotape or Braille, on request from a person with a disability.

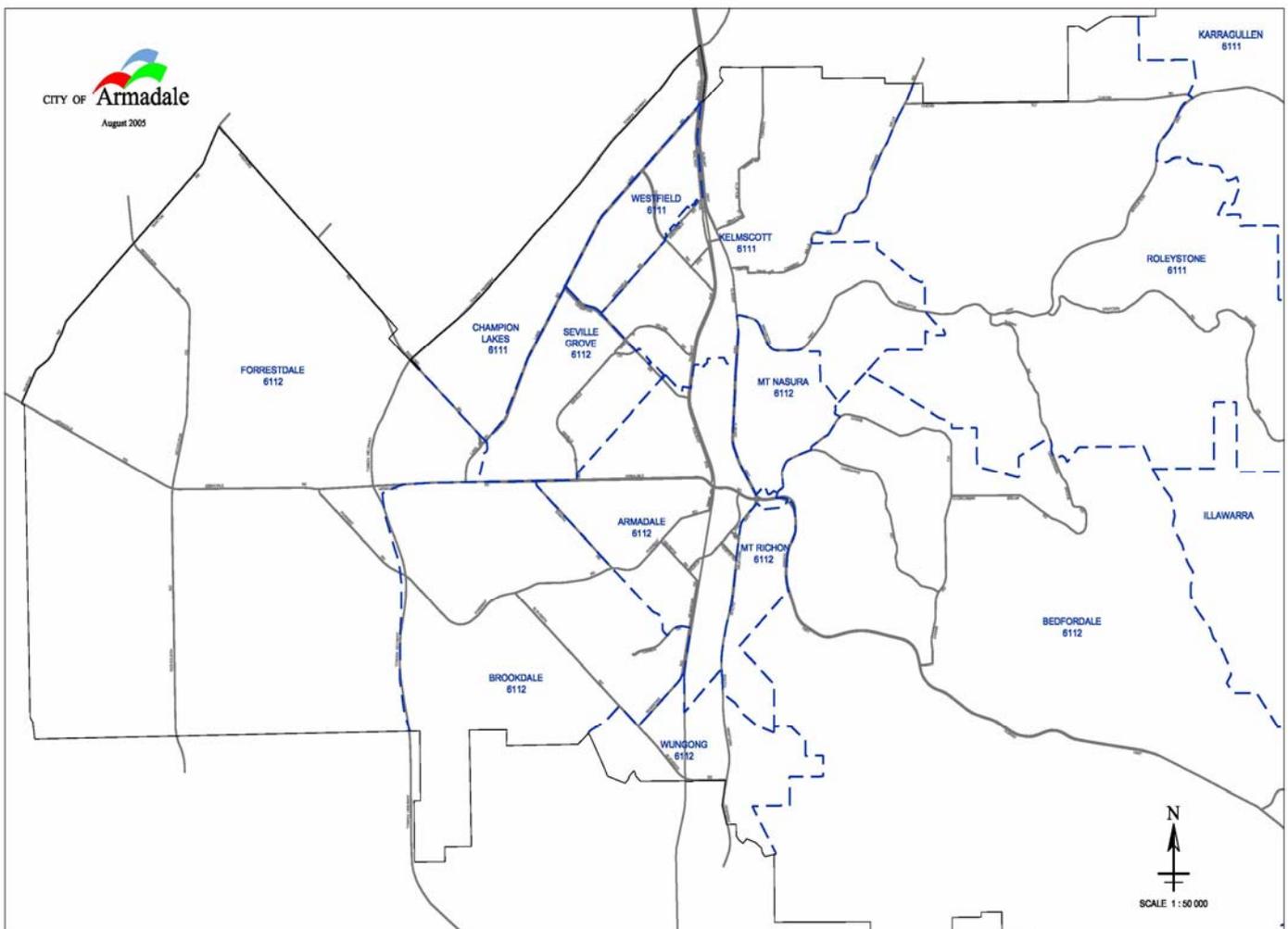
Preface – City of Armadale

The City of Armadale covers 545 square kilometres, stretching from the plains of the metropolitan area to the peaks of the hills, encompassing large lakes, dams, waterfalls and excellent bush walks.

Set against this scenic backdrop are the City’s buildings, sculptures and 1,602 hectares of parks and reserves. The City Centre is also home to a wide range of retail and other businesses and is located strategically at the junction of major highways and the Perth commuter rail network. Local industries include a brickworks, beef cattle farming, light industry, orchards and tourism.

The City of Armadale comprises the suburbs of Armadale, Bedforddale, Brookdale, Champion Lakes, Forrestdale, Kelmscott, Karragullen, Mt Nasura, Roleystone, Seville, Westfield, Wungong and Mt Richon.

The City of Armadale (map)



Foreword

Seniors are a significant and growing section of our local community. They are custodians of not only our individual family histories, but also of our district’s largely unwritten history of settlement. In addition our indigenous elders provide important links to the land and to the time before white settlement. Increasingly we are welcoming seniors from other cultures to our district, and we seek to embrace their cultures within our own.

Older people offer rich life experiences; they have well developed skills; broad knowledge; and importantly great wisdom. These invaluable qualities significantly contribute to the social make-up of our community. At the same time, our ageing population has a significant impact on both long term planning and actual service delivery for our local authority. These changes to the demographics of our community create both overwhelming challenges for us, yet genuine opportunities for local government across every aspect of our social and economic life.

Council in 2001 developed a range of successful local strategies and action plans to support our ageing community and has undertaken to update those plans. The resulting 2005-2010 plans will need to provide flexible and dynamic frameworks that build awareness; encourage action; foster partnerships; and improve access to information. The plan's format and content will also need to position us in such a way as to attract the level of external funding essential to deliver the various initiatives detailed in it.

The City of Armadale, in developing this plan, has sought to focus the efforts of all internal Directorates and Departments, together with other levels of government, our business sector, the community and individuals to achieve the best outcomes for our highly valued seniors.

The plan takes into account the diverse cultures in our community and recognizes the individuality of senior residents from culturally and linguistically diverse backgrounds.

I commend this plan to you, and look forward to the tangible advantages which will result for our senior residents.

Cr Linton Reynolds
Mayor
City of Armadale

15 August, 2005

Executive Summary

It has been recognised at National level that ageing is one of the biggest economic and social issue currently facing Australia. The country is on the verge of its biggest demographic shift in its history and at all levels of government, across various social policy areas, steps are being taken to discuss the consequences of our ageing population with a view to developing policies, plans and priorities to address them.

The result of this trend can be attributed to a combination of factors including falling fertility rates, increases in life expectancy, the effect of the ‘baby boomer’ generation moving through older age groups, and migration movements. It is anticipated that in the coming decades the impact of this will grow significantly and to the extent that the proportion of people aged 65 years and over will increase from around 13% to one quarter of the population (25%) by 2051 whilst the proportion of people aged over 85 years will increase from 1.4% to approximately 6% over the same period.

An important dimension of the ageing population is the diversity of needs, interests and backgrounds that are affected. It must be recognised that older people are individuals and their experience of ageing will be influenced by a range of inter-related factors such as gender, lifestyle, location, socio-economic circumstances, cultural background, education level and general health.

The City has already moved well beyond the traditional focus on ‘roads, rates and rubbish’ to the delivery of a wide range of economic, environmental and social services for our citizens.

It has been recognised that responding to the implications of population ageing requires a whole-of-government approach, within which local government is anticipated to provide leadership. The City recognises the breadth and complexity of issues of an ageing society, and the importance of effective and coordinated action, in making the necessary adjustments to support the continuing participation of older people in social and economic life. With this in mind the City believes it is well positioned and prepared to have a positive and crucial impact at the local level, in terms of addressing the issues arising from the ageing population, and that the Seniors Plan will enable this to happen.

The City is best placed to respond to the growing needs of its older residents through it’s:

- sound knowledge of the local community and awareness of the diversity of seniors;
- provision of infrastructure and facilitation of developments which ensure the physical, social and economic environment of the local community supports the overall wellbeing of seniors;
- planning and provision of services and programs that are flexible and locally appropriate to the needs of seniors;
- community participation in local decision-making and development of community networks and partnerships; and

- advocacy on behalf of the local community with other government and non-government organisations and agencies.

These community-focussed roles clearly reinforce the City’s relationship with older people in the community and place it in a unique position to recognise, understand and respond to the ageing of its residents.

Background

Role of the City of Armadale

The City is responsible for a range of functions, facilities and services, including:

Services to property:

- Construction and maintenance of roads, footpaths and cycle facilities
- Construction and maintenance of Council owned buildings
- Land drainage and development
- Waste collection and disposal
- Litter control and street cleaning
- Planting and caring for street trees
- Numbering of buildings and lots
- Street lighting
- Bush fire control

Services to the community:

- Youth, Seniors, People with Disabilities and general development
- Planning for services for people in the community
- Immunisation and health education
- Supporting communities in recognising their own potential
- Provision and maintenance of playing areas and reserves, parks and gardens and facilities for sporting groups, recreation centres, swimming pools and halls,
- Citizenship ceremonies
- Public library and information services
- Environmental health services

Regulatory services:

- Planning of road systems, sub-divisions and town planning schemes
- Building approval for any construction, addition or alteration to a building
- Dog control, including registration of dogs
- Development, maintenance and control of parking

General administration services:

- Provision of general information to the public
- Responding to community feedback
- Payment of rates

Processes of government:

- Ordinary and special Council and committee meetings
- Electors meetings
- Election of Council members

Community consultations

- Plan history (i.e. Seniors Needs Report 2001)

Seniors in the City of Armadale

According to the Australian Bureau of Statistics (ABS) 2005 Regional Profile of Armadale, the residential population of the City of Armadale is currently estimated to be 55,000. Approximately 11% of Australians, or 1 in 10 people, are considered Seniors in accordance with Federal Government classifications. Based on the population estimate and these findings, it is estimated that there are just over 5,000 people who are considered Seniors living within the City of Armadale. In addition, the City’s population, in line with national trends, has had the fastest growth over the past ten years among those aged 45 to 54 and over 65.

It has been identified that the needs for accommodation support, personal/health care and transport assistance as being of most importance to them. In addressing the needs of Seniors living within the City of Armadale it is essential that issues be considered independently.

It is becoming a requirement of all local government authorities to develop and implement a Seniors Plan that outlines the manner in which the authority will ensure that Seniors are provided with the facilities and services to meet their current and future needs.

Seniors Needs Report 2001

In 2001 the City recognised that there were many emerging issues associated with the ageing of its residents as indicated by the growing demand on council infrastructure and services by seniors. As a result of this the City undertook a significant Seniors Needs Analysis in an effort to identify the main areas where the City will be affected by the ageing trend and at the same time help to formulate strategies to address any anticipated problems. As a result of this research a ‘Seniors Needs Report’ was put together and this highlighted the local issues that existed and provided direction for the further development of a fully fledged action plan.

Council adopted the ‘Seniors Needs Report’ in December 2001 and this set the direction for seniors’ services in the City. The document was used as the basis for the development of

seniors programs and strategies contained in a Seniors Action Plan adopted by Council in March 2002.

At that time the priority areas immediately addressed the following:

1. Redevelopment of Armadale Kelmscott Senior Citizens’ Centre
2. Information on services available to seniors
3. Programs to develop that encourage participation of seniors and breakdown social isolation.

The key outcome areas adopted by Council regarding the needs of seniors were as follows:

1. Image of seniors
2. Recreation leisure and culture
3. Living in the community

From the Seniors Action Plan 2002, the Ready for Life Project was initiated to address key outcome areas identified from the Seniors Planning Process. It has since acted as the catalyst for a number of distinct projects dealing with the image of seniors, recreation, leisure & culture, and living in the community.

The redevelopment of the Armadale Kelmscott Senior Citizens’ Centre has been completed and named the Greendale Centre, whilst the Ready for Life Project officially concluded in June 2005 with programs continuing having become self-sustainable. The Project has been instrumental in demonstrating Councils commitment to its Senior residents and their social and infrastructure needs. The new Seniors Plan will continue to maintain the momentum that has been created and for which the Council has already been recognised via a Local Government Best Practice Award in 2002 for its Senior Planning Process.

A number of the objectives of the 2002 Action Plan have been achieved and the aim is to build on these achievements. With these achievements however, comes the need to review and re-plan the City’s involvement and role in the future needs of our seniors over the next few years. This objective is further supported by research reporting the current and projected rapid shifts in demographics, population statistics, lifestyles, health, economic and social trends, and the expected impact on policy and service planning in all areas of Government.

The development of a Seniors Plan for the next few years is therefore a strategic response to the changing needs of seniors in our community and to place the City in a better position to be able to anticipate and address these needs in the future.

It will act to build on the partnerships already developed with local community based organisations and also feed into other strategic planning undertaken by the Community Services Directorate and other sections of the organization.

The Australian Government recommends that statutory authorities further develop plans that consider nine key social policy areas. These include Family and Community, Housing and Support, Transport, Safety and Security, Health, Education and Information, Employment and Volunteering, Recreation and Leisure, and Seniors Centres. These areas need to be addressed by Local Governments when planning for the ageing population and to provide a framework for service provision matching the anticipated needs this trend creates. The Seniors Needs Analysis, and consequent report, identified 54 issues across all of the policy areas with 49 rated as medium to high priority and the remaining five rated as low priority.

The issues were identified using a Community Development or partnership approach. This involved a huge community consultation process incorporating various surveys and a number of focus groups and workshops covering a big cross section of the community that included key stakeholders, service providers, seniors’ organisations and groups, community members, as well as City of Armadale Councillors, Management, and Staff.

The Seniors Needs Analysis provided the City with the capacity to further strategically plan for its ageing population. In the further development of a Seniors Plan in 2004/05 the City has essentially entered into a partnership with the engagement of the community as a whole. The key element of the partnership is the development of a five year ‘Action Plan’ to help meet the opportunities and challenges of its ageing population. To achieve this objective, the Action Plan provides a flexible dynamic framework that builds awareness, encourages and directs action, in addition to fostering internal and external partnerships.

Development and Consultation Process

The development of a new Seniors Plan has been discussed with the Seniors Interests Advisory Committee, between Community Development staff and various key stakeholders in the senior’s field. These discussions have been very positive and it is anticipated that strong support and participation will be received. It has been determined that a revised Seniors Plan is a strategy that would assist in providing a practical working tool from which the City can anticipate and address these changing needs in the future.

The process will continue to involve researching what already exists, identifying the current needs, working out where the gaps exist and are projected to exist, identifying and developing strategies to address this, and collating and formalising these strategies to develop a practical and working document.

The Community Development Department arrived at this point through the evaluation of the methodology used in both the Seniors Needs Analysis 2001 and the typical Community Development Model/Framework, which has been used for other Community Plans for the City.

The strategies identified will:

1. Address the highest need in the community with regard to seniors.
2. Not duplicate other services provided by other organizations in the community.
3. Represent a commitment to seniors by the City including acting on consultation undertaken.
4. Further establish partnerships with other agencies

The development of the Plan has involved the following process:

Desktop research

Review of Seniors Needs Report 2001,
Other Local Government Authority’s Seniors Plans,
State Government Reports (minimum of three);

Plotting the Social Map

- Researching demographics and trends through the Australian Bureau of Statistics,
- Mapping of services and facilities via the City’s Seniors Directory, Department of Community Development, Health Department, and Housing.

Consultation

- Purpose was to:
 - review what we know;
 - find out what is already happening;
 - predict what will happen; and
 - identify strategies to address these factors.
- How we will do it is:
 - to develop focus groups from the Seniors Interests Advisory Committee, Seniors Service providers, government agencies, the indigenous population, and community organisations / clubs / and members; and
 - to conduct individual interviews with each of the City’s Local Government Departments.

Analysis

- This involved the collation of all information to identify gaps or oversupply of resources and services.

Outcomes

- Draft Plan written up according to analysis.
- Consultation process revisited.
- Plan formalised through normal Council processes.

Implementation, Review and Evaluation of the Plan

The Seniors Plan has been developed to incorporate the findings of the 2001 Seniors Needs Analysis as well as its subsequent review and ongoing consultation to ensure that the City has a plan which meets any changing legislative developments and strives for best practice in creating an inclusive community.

To guide the implementation of the Seniors Action Plan the City will apply a number of Principles that cover the following:

- **Commitment and sharing of responsibilities**

It is vital that the City makes a commitment to work in close association with relevant groups, organisations and authorities to implement the strategies, initiatives and programs of the Action Plan. The City will undertake the responsibility of ensuring a collaborative approach is used, particularly at the local level.

- **Building on the City’s strengths**

The development of strategic capacity-building initiatives through the Action Plan will support the City in recognising and acknowledging the importance and relevance of competing priorities, in relation to continuing revenue constraints, and further allocation of resources to build on the City’s existing social service and infrastructure strengths.

- **Adopting an integrated holistic approach**

The development of a holistic, integrated approach between the City’s Directorates and Departments, between spheres of government and across other relevant sectors will encourage better integration and co-ordination of planning efforts. Again, this will act to maximise available resources and expertise through partnerships and improved cooperation. It is understood that the development of an integrated holistic approach will be a long-term and complex process achieved through the Action Plan.

- **Committing to an agreed accountability framework**

The City recognises the need to establish and report on agreed measures and outcomes as part of the Action Plan.

- **Consultation and inclusion**

The Action Plan enables the City and key stakeholders to engage in meaningful and ongoing consultations and negotiations as part of the decision-making processes and implementation of strategies within the Seniors Plan. In doing so it identifies all major stakeholders and anticipated partners that will be encouraged to participate in the consultation processes as well as provided with opportunities to develop a deeper understanding of the issues in order to enable effective involvement in the implementation of the Action Plan.

This five year plan complements other Council plans as well as related national ageing strategies and plans and intersects with the considerable work already undertaken in the area by both private and public organisations.

The Seniors Plan contains:

1. Information on the role of the City of Armadale in providing facilities and services to the community.
2. Information on the demographics of Seniors in the City of Armadale

3. A description of the review and consultation process and its findings and recommendations.
4. A strategy for the review and evaluation of the plan.
5. Information about how the plan is being communicated to staff, Seniors and the wider community.
6. An Action Plan which identifies issues in each of the Social Policy areas and strategies identified through the consultation process, as well as priorities, and timelines.
7. Appendices including:
 - Listing of Key Documents, References and Resources,
 - Principles and Objectives of Planning for Seniors, and
 - Building Code of Australia.

This plan is a dynamic document intended to guide the City of Armadale in its work to continue to create an inclusive community for our senior residents.

To facilitate its implementation:

- The plan will be forwarded to Council for approval,
- Required actions identified in this plan will be included in the Strategic Plans for each Directorate within Council, and linked with other relevant Council strategies.
- The availability of the plan will be promoted amongst staff and publicised widely within the community, including key community seniors groups and through the media. Copies of the plan will be available for viewing on the City’s website, in its libraries and in the foyer of the Administration Building.
- The Seniors Interests Advisory Committee will be consulted on the further development, implementation and monitoring of the plan. The committee has a key role to play in providing strategic advice to Council on behalf of seniors, their families and supports.
- The Seniors Plan will be reviewed at least every 12 months, in consultation with the Seniors Interests Advisory Committee, key staff and community members and be updated to reflect achievements, new issues and changing priorities. It is intended that a report will be provided to Council annually on implementation of the actions within the Plan

Appendices:

Appendix 1 – Key Documents, References and Resources

1. Australian Bureau of Statistics (2004), *Armadale Regional Profile*. www.abs.gov.au
2. Australian Bureau of Statistics, *Population Projections Australia 2002-2101*. Cat No. 3222.0. www.abs.gov.au
3. Australian Government (2005). *Portfolio Budget Statement 2005-2006 - 1.11 Health and Ageing*. www.budget.gov.au
4. Australian Local Government Association (2005). *Ageing Awareness and Action Survey Report*. Deakin, ACT. www.alga.asn.au
5. Australian Local Government Association (2004). *An Older Australia: Identifying areas for local government action*, Discussion Paper. Deakin, ACT. www.alga.asn.au
6. City of Armadale (2001). *Seniors Needs Report*. Armadale, WA. www.armadale.wa.gov.au
7. City of Cockburn (2004). *Senior Services 10 Year Strategic Plan*, Consultancy Brief. Perth, WA.
8. Commonwealth Department of Health and Ageing (2005). Various works from the Healthy Ageing Taskforce and the National Advisory Committee on Ageing. Canberra, ACT.
9. Commonwealth Department of Health and Ageing (2005). Office for an Ageing Australia. Canberra, ACT. www.ageing.health.gov.au/ofoa/
10. Commonwealth Department of Health and Ageing (2003). *Submission to the House of Representatives Standing Committee on Ageing – To inquire into and report on long term strategies to address the ageing of the Australian population over the next 40 years*, Submission. Canberra, ACT.
11. Commonwealth Department of Health and Ageing (1999). *Ageing Gracefully: An Overview of the Economic Implications of Australia's Ageing population Profile*, Occasional Paper No.10. www.health.gov.au/internet/wcms/publishing.nsf/Content/health-pubs-hfsocc-ocpanew10a.htm
12. Commonwealth of Australia (2005). *Economic Implications of an Ageing Australia*, Productivity Commission Research Report. Canberra, ACT.
13. Commonwealth of Australia (2005). *Health & Ageing Revenue and Expense Measures Reports*, Budget Paper No.2. www.budget.gov.au

14. Commonwealth of Australia (2003). *National Strategy for an Ageing Australia – Community Consultations*, Report. Canberra, ACT.
15. Commonwealth of Australia (2002). *National Strategy for an Ageing Australia – An Older Australia, Challenges and Opportunities for all*, Strategy Document. Canberra, ACT.
16. Commonwealth of Australia (1999). *National Strategy for an Ageing Australia – Employment for Mature Age Workers Issues Paper*, Highlights Sheet. Canberra, ACT.
17. Commonwealth of Australia (1999). *National Strategy for an Ageing Australia – Healthy Ageing Discussion Paper*, Highlights Sheet. Canberra, ACT.
18. Commonwealth of Australia (1999). *National Strategy for an Ageing Australia – Independence and Self-Provision Discussion Paper*, Highlights Sheet. Canberra, ACT.
19. Commonwealth of Australia (1999). *National Strategy for an Ageing Australia – World Class Care Discussion Paper*, Highlights Sheet. Canberra, ACT.
20. Commonwealth of Australia (1997). *Older Australia at a Glance*, Overview. Canberra, ACT: Australian Institute of Health and Welfare. www.aihw.gov.au
21. Commonwealth, States and Territories of Australia (2000). *Commonwealth, State and Territory Strategy on Healthy Ageing*. Canberra, ACT.
22. Council of the Ageing (WA) Inc (2005). Perth, WA. www.cotawa.asn.au/
23. Department for Community Development - Office for Seniors Interests and Volunteering (2004). *Generations Together – the Western Australian Active Ageing Strategy*. Perth, WA. www.community.wa.gov.au
24. Department for Community Development - Office for Seniors Interests and Volunteering (2005). *Generations Together – the Western Australian Active Ageing Strategy*, Budget Update. Perth, WA. www.community.wa.gov.au
25. Department for Community Development & Office for Seniors Interests and Volunteering (2004). *Western Australian Guide to Planning for an Active Retirement*, Generations Together – the Western Australian Active Ageing Strategy Initiative. Perth, WA. www.community.wa.gov.au
26. Esmond, J. (2001). *‘BOOMNET’: Capturing the Baby Boomer Volunteers – A Research Project*. Perth: Department of the Premier and Cabinet.
27. Government of Western Australia (2003). *Active Ageing Taskforce – Report and Recommendations*. Perth, WA: Department of the Premier and Cabinet – Social Policy Unit.
28. Healey, J. (1999). *Our Ageing Nation*, Volume 121 – Issues in Society. Sydney, NSW: The Spinney Press.

29. Office for Seniors Interests and Volunteering (2005). Perth, WA. www.osi.wa.gov.au
30. Patterson Market Research (2004). *A Report on the Seniors Community Participation Survey*. Perth, WA.
31. Positive Ageing Foundation of Australia (2002). *The Age Friendly Guidelines Project, Final Report*. Perth, WA.
32. Positive Ageing Foundation of Australia (2005). Perth, WA. www.positiveageing.com.au/
33. Reid, M. (2004). *A Healthy Future for Western Australians – Report of the Health Reform Committee*. Perth: Department of Health.
34. Western Suburbs Regional Organisation of Councils (2002). *Building Strong Communities Through Positive Ageing – Regional Seniors Needs Study, Report*. Perth, WA.

Appendix 2 – Principles and Objectives of Planning for Seniors

Principles and objectives for services and programmes relating to Seniors:

1. Services are to have as their focus the achievement of positive outcomes for seniors, such as increased independence, employment opportunities and inclusion in activities in the community.
2. Services are to contribute to ensuring that the conditions of the everyday life of seniors are the same as, or as close to possible to, norms and patterns which are valued in the general community.
3. Wherever possible, services are to be integrated with services generally available to members of the community.
4. Services are to be tailored to meet the individual needs and goals of seniors receiving those services.
5. Programmes and services are to be designed and administered so as to meet the needs of seniors who experience additional disadvantage as a result of their age, gender, ethnic origin, geographical remoteness, or aboriginality.
6. Programmes and services are to be administered so as to promote recognition of the competence of, and enhance the community perception of seniors.
7. Programmes and services are to be designed and administered so as to promote the participation of seniors in the life of the local community through maximum physical and social integration in that community.
8. Programmes and services are to be designed and administered so as to ensure that no single organization providing services shall exercise control over all or most aspects of the life of a senior.
9. Organisations providing services, whether those services are provided specifically to seniors or generally to members of the community, are to be accountable to those seniors who use their services, the advocates of such people, the State and the community generally for the provision of information from which the quality of their services can be judged.

Appendix 3 – Building Code of Australia:

The Building Code of Australia (BCA) sets out the minimum requirements for building design and construction throughout Australia. It references various Australian Standards and Codes to provide technical building requirements. Standards referenced by the BCA have legal application.

ACTION PLAN

The following is a Seniors Action Plan developed by the City in conjunction with City of Armadale Councillors & staff, government and non-government organizations, and the community. The plan has been prepared to enable implementation taking into consideration available budgets, resources and time constraints.

The Plan does not include:

- services and activities that the City does not provide and
- actions that are already covered in other plans of the City
- actions that are already covered in other areas of the plan.

City of Armadale Seniors Action Plan 2005 - 2010

The Australian Government recommends that statutory authorities develop plans, which consider nine key social policy areas. These areas need to be addressed by Local Governments when planning for the ageing population and providing a framework for service provision matching the anticipated needs this trend creates. The key social policy areas in the plan include:

1. Family and Community.
2. Housing and Support.
3. Transport.
4. Safety and Security.
5. Health.
6. Education and Information.
7. Employment and Volunteering.
8. Recreation and Leisure.
9. Seniors Centres

Each of these policy areas is addressed under five headings to provide a coordinated Action Plan.

Action Plan headings are as follows:

| | |
|----------------------------|---|
| <i>Issues</i> | The key issues within each policy area/topic identified from the desktop research and consultation processes requiring consideration. |
| <i>Strategies</i> | What we want to do |
| <i>Timeline</i> | When we will do it |
| <i>Coordination</i> | Who is responsible for ensuring it is done (understanding that most issues will be dealt with across Directorates and Departments) |

Policy Area One: Family and Community.

Guiding Principles:

- The City of Armadale recognizes that families are of central importance to older people and that living close to relatives and friends is one of the most important preferences and often a fundamental determinant of well-being.
- The City of Armadale understands that an essential component of successful ageing is to have opportunities to be active and involved in the life of their local community and will endeavour to promote opportunities for Seniors to do this.
- The City of Armadale considers engendering stronger inter-generational links within families and the community plays an important role across a number of social policy areas.
- The City of Armadale acknowledges the need to recognize and appreciate the role that seniors play within families and the community.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|--|-----------------|-----------------------------|
| Opportunity to remain in the community | In applying the City’s Policies related to Residential Density Development and the assessment of Strategic Plans, ensure that adequate provision is made for people to remain in their local community throughout their lifecycle for as long as possible. | Ongoing | <i>Development Services</i> |
| | Conduct a Social and Service analysis to further identify all related issues (for example service delivery gaps) and what Council can do to address these. | 2005 | <i>Community Services</i> |
| | Promote local community services and support organisations. | Ongoing | <i>Community Services</i> |
| Social Trends | Research Social Trends related to family formations and functioning, services, and living arrangements. | Ongoing | <i>Community Services</i> |
| Intergenerational Contact | Actively encourage and support intergenerational initiatives and programs. | Ongoing | <i>Community Services</i> |
| | Investigate the opportunity for the City to convert the Seniors Centres into more general Community and Recreation centres. | 2006 | <i>Community Services</i> |
| Valuing role of seniors | Promote and encourage the value of seniors to the community. | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--------------------------|--|-----------------|---------------------------|
| | Investigate opportunities for seniors to remain engaged in the community (for example through volunteering). | Ongoing | <i>Community Services</i> |
| Positive image of ageing | Promote the positive image of ageing through various sources and initiatives (for example the Positive Ageing Foundation). | Ongoing | <i>Community Services</i> |

Policy Area Two: Housing and Support.

Guiding Principles:

- The City of Armadale understands that maintaining independence in one’s own home is the universal preference for most Seniors as not only does it provide shelter but it is also a place where memories and identity are formed.
- The City of Armadale realizes that moving results in unsettling changes in lifestyle that affect many other social policies, particularly personal wellbeing (i.e. health), as well as disturbing lifelong links with the local community.
- The City of Armadale recognizes that at the same time, home maintenance can become increasingly difficult for Seniors due to limited resources and/or a decline in mobility or health. Again the resultant housing conditions contributing to health and safety/security issues.
- The City of Armadale is aware that statistics indicate that Seniors over 65 years old living in rental accommodation are growing in numbers and that this group is considered one of the most disadvantaged groups in Australian society.
- The City of Armadale acknowledges that a wide range of home support services and housing options are therefore required, including adaptation of existing as well as development of new homes, granny flats, dual occupancy arrangements, independent living units, hostels and nursing homes.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|---|------------------------|------------------------------------|
| Housing, accommodation, and support service availability and developments. | Investigate appropriate housing and accommodation and related support services (for example respite, residential care, home maintenance, counselling) relative to current and future needs in the City. Identify gaps and over servicing. | 2006 | <i>Community Services</i> |
| | Investigate the principles of adaptable housing and the likely implications for the future development in the City | Ongoing | <i>Development Services</i> |
| | Coordinate a collaborative approach between agencies to best service the needs of residents through the development of a local reference group to discuss matters related to housing and support. | Ongoing | <i>Community Services</i> |
| | Where possible assist with advice to support the needs of Senior residents in the City. | Ongoing | <i>Community Services</i> |
| | Encourage and recruit housing and support service providers and developers to the City. | Ongoing | <i>Community Services with CEO</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|---|-----------------|--|
| National and State Government Strategies, Plans & Policies | Where possible work collaboratively with State and Federal government in addressing housing and support needs in the City. | Ongoing | <i>Development Services Community Services</i> |
| | Where appropriate lobby for housing and support services for the City. | Ongoing | <i>CEO</i> |
| Gardening Services | Assist new and existing support agencies in meeting the gardening needs of Seniors in the community. | Ongoing | <i>Community Services</i> |
| Meals | Support new and existing meal services both centre and delivery based. | Ongoing | <i>Community Services</i> |
| Community infrastructure | Review community infrastructure components in high Seniors population areas. (Eg passive recreation space, footpaths, meeting places). | Ongoing | <i>Community Services</i> |
| | Ensure social infrastructure components are considered with new residential developments (Strategic / Structure Plans and Scheme Amendments). | Ongoing | <i>Development Services</i> |

Policy Area Three: Transport.

Guiding Principle:

- The City of Armadale recognizes transport as one of the most important resources for seniors that affect a number of social policy areas covered within this plan.
- The City acknowledges transport as one of the most pressing current issues across all demographic groups and is committed to addressing relevant issues affecting residents, particularly seniors, as a matter of priority.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|-------------------------|--|------------------------|--|
| Community Bus. | Investigate opportunities to provide a Community Bus Service. | 2006 | <i>Community Services</i> |
| Public Transport System | Liaise regularly with the Department of Planning and Infrastructure and the Public Transport Authority regarding future developments and issues affecting seniors. | Ongoing | <i>Development Services Technical Services</i> |
| Taxis | Investigate the opportunity to be involved in the recruitment of more taxi services in the City. | 2006 | <i>Community Services</i> |

Policy Area Four: Safety and Security.

Guiding Principles:

- The City of Armadale recognizes that a sense of personal and physical security and safety is important to older people, especially those living alone.
- The City of Armadale understands that older people are more fearful of crime than others, although crime statistics show that older people are the least likely age group to become victims of crime.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|---|-----------------|---------------------------|
| Staff and community awareness of safety and security issues for Seniors. | Promote the inclusion of consideration for Seniors in all initiatives generated through the City’s Community Safety Plan. | Ongoing | <i>Community Services</i> |
| | Support local safety initiatives and programs targeted at Seniors by groups such as Neighbourhood Watch and the Armadale Police Community Care Program. | Ongoing | <i>Community Services</i> |
| | Inform seniors of relevant house safety initiatives, campaigns and programs (for example those initiated by FESA and Citisafe) | Ongoing | <i>Community Services</i> |
| National and State Government Strategies, Plans & Policies | Respond in a timely and considered manner to initiatives and recommendations produced by State or Federal government and key non-government agencies that are applicable to local government. | Ongoing | <i>Community Services</i> |
| | Monitor the workings of the Office for Seniors Interests and Volunteering in developing and implementing safety schemes such as the <i>Seniors, Safety and Crime – a New Outlook</i> an initiative of ‘Generations Together – the Western Australian Active Ageing Strategy’. | Ongoing | <i>Community Services</i> |
| | Provide up to date information on the impact of crime, both real and perceived, on seniors including crime risk and prevention, fear of crime, elder abuse, and victim support services. | Ongoing | <i>Community Services</i> |
| Physical Safety | Continue to support the City’s Capital Works priorities involving the development of new and maintenance of existing footpaths in accordance with existing Council policies. | Ongoing | <i>Technical Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|---------------|---|-----------------|---|
| | | | |
| | Pursue the idea of the creation of a Senior Safety Task Force to be coordinated through the City in identifying risks in public places. | 2006 | <i>Community Services/ Corporate Services</i> |
| | Where appropriate the City continues to consider urban design features in strategic plans as well as new developments. Review existing Council facilities in order to promote safety and ensure security in all areas. | Ongoing | <i>Development Services</i> |
| Food Security | Investigate opportunities for the City to become more involved in food accessibility and food quality matters for frail aged residents (for example where to shop, products, cooking, appliance use, and other risk factors). | 2006 | <i>Community Services</i> |

Policy Area Five: Health.

Guiding Principles:

- The City of Armadale acknowledges National findings indicating it is becoming increasingly important for Seniors to have access to community health services, preventative programs, palliative care programs, respite care, day programs, and quality health services when they need them.
- The City of Armadale is mindful that reforms are being made to the Health Service sector by both National and State Governments, which will inevitably impact on how health services are provided and accessed by Seniors at a local level.
- The City of Armadale recognizes that to make the most of their senior years, people need to take steps to stay healthy. A passive, mainly sedentary way of life is an important risk factor contributing to poor health and reduced functional ability in later life.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|--|-----------------|-----------------------------|
| Local Government Strategies & Plans | Fulfil those responsibilities with which local government is charged by the <i>Health Act 1911</i> by implementing the City of Armadale’s existing public and environmental health policies, procedures, and services including the <i>Environmental Health Plan 2003-2008</i> and administer the <i>City of Armadale Health Local Laws 2002</i> and other Health Act legislation for which the City is responsible. | Ongoing | <i>Development Services</i> |
| National and State Government Strategies, Plans & Policies | Respond in a timely and considered manner to the directives and recommendations from State or Federal government and key non-government agencies that are applicable to local government, and where appropriate support other agencies in attaining improved health services. | Ongoing | <i>Development Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|--|-----------------|-----------------------------|
| | Monitor the workings of the Health Reform Implementation Committee in adopting the recommendations of the Reid Report ‘A Healthy Future for Western Australians’ (March 2004). | Ongoing | <i>Community Services</i> |
| | Determine the City’s position based on other strategic and policy documents produced by the Department of Health (for example the Western Australian’s State Mental Health Strategic Plan 2004 – 2008, and the National Palliative Care Program). | Ongoing | <i>Community Services</i> |
| | Where possible support Government driven Allied Health Models and directions of Primary Care Plans. | Ongoing | <i>Community Services</i> |
| Immunization. | Continue collaborative immunisation service with Armadale Health Service. | Ongoing | <i>Development Services</i> |
| | Maintain free Influenza Vaccination Service for Seniors. | Ongoing | <i>Development Services</i> |
| | Promote and educate community members and organisations about the importance of immunization through local networks and resources. | Ongoing | <i>Development Services</i> |
| | Liaise with Armadale Health Services and the Canning Division of General Practice to ensure coordinated planning to meet the health needs in Armadale for Seniors. | 2006 | <i>Community Services</i> |
| Access to Doctors in the Community - Decentralization. | Investigate opportunities for the City to develop or promote ongoing fitness, rehabilitation, and therapeutic programs to compliment community aged care packages and programs already in existence. For example post physiotherapy discharge from hospital. | 2006 | <i>Community Services</i> |
| Physical Activity Programs | Pursue plans for Aquatic Centre Redevelopment for inclusion of an indoor heated pool. | 2010 | <i>Community Services</i> |
| | Promote Active Ageing concepts and strategies in the community. | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--------------------------------------|---|-----------------|---------------------------|
| | The City of Armadale to work collaboratively with Armadale Health and Community Health Services, as well as identified key stakeholders, to plan, implement and evaluate the Department of Health’s ‘Regional Falls Prevention Action Plan 2004-2007’. | Ongoing | <i>Community Services</i> |
| Preventative Programs and Acute Care | Explore potential for the City along with senior service agencies to deliver ‘Stay on Your Feet WA’ program. | 2006 | <i>Community Services</i> |
| | Explore partnership opportunities with Canning Division of General Practice and Armadale Community Health for chronic disease management and prevention services (e.g. Living with Diabetes, Heart Health). | 2006 | <i>Community Services</i> |
| Palliative Care | Consider support of initiatives related to palliative care programs such as home-based services provided by the non-government sector, self help groups linking the community into such programs, and purpose built care facilities attached to the Armadale Kelmscott Memorial Hospital. | Ongoing | <i>Community Services</i> |
| | Coinciding with a needs analysis, assist Armadale Health Service and other health care providers in accessing more palliative care beds locally. | Ongoing | <i>Community Services</i> |
| | Identify care options available in the City and provide this information to community members. | Ongoing | <i>Community Services</i> |
| Special Needs Beds | Where possible support community based health services to investigate matters affecting hospital, aged care and other services for recovery and rehabilitation in the community. | Ongoing | <i>Community Services</i> |
| | Where possible support community based health services to investigate opportunities to increase number of beds available through the development and maintenance of community-based facilities. | 2010 | <i>Community Services</i> |
| | Identify mental health care options available in the City and provide this information to community members as required. | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|------------------------------------|---|-----------------|---------------------------|
| Respite | Where possible support community based health services to investigate opportunities to provide more facilities for use for high level care for respite. | 2010 | <i>Community Services</i> |
| | Assist with the development and coordination of the formation of a lobby/action group from existing service providers to advocate on local respite and aged care matters. | 2006 | <i>Community Services</i> |
| | Investigate options for the provision of support for the respite of carers. | 2010 | <i>Community Services</i> |
| Community Awareness & Partnerships | Actively seek information from all non-government and private Health Service Providers for inclusion in the City of Armadale’s Community Directory and Seniors Directory. | 2007 | <i>Community Services</i> |
| | Develop effective collaboration and working relationships with relevant agencies, organisations, key stakeholders, and groups to achieve community goals and outcomes (for example the South Metropolitan Area Health Service and the Armadale Health Service). | Ongoing | <i>Community Services</i> |
| | Inform seniors and seniors service providers/organisations of relevant campaigns and programs as they arise (for example HealthDirect through the WA Health Call Centre, Pathways Home Program, Residential Care Line, Hospital in the Home, and Innovation Awards Programs). | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--------------------|---|-----------------|---------------------------|
| Community Programs | Develop further health based active community participation initiatives in the mould of Ready for Life. | 2009 | <i>Community Services</i> |
| | Actively support and promote existing community-based programs. | Ongoing | <i>Community Services</i> |

Policy Area Six: Education and Information.

Guiding Principles:

- The City of Armadale recognizes the significant benefits of education to the well-being of Seniors as it assists them to remain linked to society.
- The City of Armadale is aware that education and information programs have been correlated with delaying the onset of dementia and contribute to enhance overall health.
- The City of Armadale appreciates that opportunities for Seniors to gain new skills through a range of educational activities helps them to maintain productive roles in the community.
- The City of Armadale is aware of Social trends affecting education and training that are relevant to seniors including factors related to participation, employment, expenditure, and volunteering.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|--|-----------------|---------------------------|
| National and State Government Strategies, Plans & Policies | Where appropriate support initiatives and programs associated with the Department of Education and Training, for example the Adult Community Education (ACE) Strategy 2004-2008. | Ongoing | <i>Community Services</i> |
| Staff Training & Resources | Encourage members of staff who are seniors to seek training and re-training opportunities. | Ongoing | <i>CEO's Office</i> |
| Library Services | Promote new and existing education & information services and programs available to Seniors at the City's Libraries including Talking Books, Internet Classes, Books on Wheels, Books in the Sky, Homebound. | Ongoing | <i>Community Services</i> |
| Community Services & Programs | Conduct an audit of available services relative to needs to identify duplications and gaps. | 2006 | <i>Community Services</i> |
| | Promote existing education & information services, programs, and courses available to Seniors (for example University of the Third Age, and TAFE). | Ongoing | <i>Community Services</i> |
| | Support appropriate new projects developed by education and information services and groups. | Ongoing | <i>Community Services</i> |
| | Investigate further opportunities to coordinate or support intergenerational activities and programs targeted at skill learning / transfer between generations (for example homemaking and | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--------------------------------------|--|--------------------------------|--|
| | handicraft skills such as knitting, sewing, and woodworking etc). | | |
| | Explore potential involvement in skills sharing and mentorship partnerships between community groups (for example Tales of Times Past). | Ongoing | <i>Community Services</i> |
| Information Technology and Computing | Provide community website information to Seniors and relevant organisations. | Ongoing | <i>Community Services</i> |
| | Promote existing external community access portals. | Ongoing | <i>Community Services</i> |
| | Investigate opportunities for further design for Seniors services on the Community Development section on the City’s website. | 2006/07 | <i>Corporate Services</i> |
| | Explore possibilities to conduct, as well as promote existing local computer and internet training courses targeted at Seniors (for example First Click programs, and the Computer Links Course through the School Volunteer Program). | Ongoing | <i>Community Services</i> |
| Information Awareness and Resources | Host Seniors information awareness sessions in conjunction with community organisations and agencies, regarding issues of interest (for example Retirement, Health, Safety, & Recreation). | Ongoing | <i>Community Services / CEO’s Office</i> |
| | Continue to produce a Seniors Directory for the City on a biennial basis. | 2007-2009 2009-2011 | <i>Community Services</i> |
| | Promote and support lifelong learning opportunities. | Ongoing | <i>Community Services</i> |
| | Ensure all of the City’s publications and guides are senior friendly and actively promoted (for example the Access & Facilities Guide for walking, cycling and using Public Transport in the City of Armadale) | Ongoing | <i>Community Services</i> |
| | Using Community Development principles initiate strategies for education and information support (for example Service Provider Networks, | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|--|--|-----------------|---------------------------------|
| | Education Support Groups, and Senior friendly information distribution). | | |
| Community Facilities | Explore the concept of a senior’s information and drop in centre. | 2006 | <i>Community Services</i> |
| Promotion of Council information in all formats. | Make use of newspapers and radio when promoting local news. | 2006 | <i>Chief Executive’s Office</i> |

Policy Area Seven: Employment and Volunteering.

Guiding Principles:

- The City of Armadale is committed to working to create an inclusive working community that is aware of and provides for the needs of its senior (i.e. older) members on staff.
- The City of Armadale is aware of National trend research findings that indicate that the period of time in retirement is likely to lengthen as people’s life expectancy increases. It is anticipated that as a result large numbers of people aged over 60 years will indicate a willingness to continue working despite few flexible work options enabling this to occur.
- The City of Armadale is mindful that whilst paid employment may cease, most seniors will believe they are a valued resource to the wider community and that their skills, knowledge, and life experience should be used even if only in a voluntary capacity.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|---|--|-----------------|---------------------------|
| Employment at City of Armadale | Maintain commitment to provide equity and consistency in the recruitment and selection of staff to ensure compliance with Equal Opportunity Legislation and a procedure based on merit in fair and open competition without patronage, favouritism or discrimination. | Ongoing | <i>CEO’S Office</i> |
| | Develop, implement and review a Human Resources Management Plan for the City taking into account current workforce statistics that show a growing need for age management initiatives, like phased-in-retirement programmes, taking into consideration workplace changes, conditions of employment, and demographic shifts in the workforce (i.e. ageing staff members). | 2006 | <i>CEO’S Office</i> |
| Volunteering opportunities and restraints | Investigate opportunities for seniors to become involved in volunteering through services such as the Armadale Volunteer Resource Service. | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|---------------------|---|-----------------|---------------------------|
| | Explore the possibility of the City actively recruiting, training, and resourcing volunteer Seniors for various purposes. | Ongoing | <i>Community Services</i> |
| Volunteer Resources | Investigate options for the Armadale Volunteer Resource Service to move to a dedicated venue provided within the City and thereby enhance its exposure, physical growth, shop front type access, and promote it's ability to stand alone. | 2006 | <i>Community Services</i> |

Policy Area Eight: Recreation and Leisure.

Guiding Principles:

- The City of Armadale is aware of National research findings indicating that Seniors are becoming more selective in seeking leisure and recreational activities that provide a learning and/or cultural experience from a wider portfolio of opportunities.
- The City of Armadale recognizes that although Seniors have the same leisure and recreational needs as other age groups they traditionally attend such activities more frequently and spend more time during participation than younger people.
- The City of Armadale acknowledges that the key is how and what services are provided to meet the needs of Seniors along with other factors that allow opportunities for social interaction and being active.
- The City of Armadale understands that like most good leisure and recreation programs that a wide range of activities be provided to take into account various needs, interests and abilities of Seniors.
- The City of Armadale anticipates that quality and choice will become the main focus and demand of seniors combined with other major considerations such as affordability and accessibility.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|------------------------------------|---|-----------------|---------------------------|
| Recreation and Leisure Facilities. | Further develop intentions for an upgrade of the Aquatic Centre to include an enclosed pool for all year use. | Ongoing | <i>Community Services</i> |
| | Investigate opportunities for Seniors issues to be considered in any Urban Recreational Trails Development (for example the Principal Shared Path project involving the Perth Bicycle Network Plan and the City’s Strategic Trails Plan). | Ongoing | <i>Community Services</i> |
| | Continue to make community facilities available to Seniors and Seniors representative community groups for hire at discounted rates. | Ongoing | <i>Community Services</i> |
| | Look into possibilities of new and existing Seniors recreation and leisure programs and activities being held at City of Armadale facilities. | Ongoing | <i>Community Services</i> |

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|---------------------------------|---|------------------|---------------------------|
| | Continue intentions of the establishment of a cultural centre in the City of Armadale. | 2010 | <i>Community Services</i> |
| Recreation and Leisure Programs | Where possible support and promote new and existing recreation and leisure programs, activities, groups and clubs for Seniors (for example Aussi Masters Swimming, Water Walkers, Lifeball, Living Longer Living Stronger, Men in Sheds etc). | Ongoing | <i>Community Services</i> |
| | Investigate the opportunity to develop and coordinate active recreation programs similar to Ready for Life. | 2006/2007 | <i>Community Services</i> |
| City Staffing and Resources | Support Council’s role in Recreation provision for Seniors through the City’s Recreation Strategic Plan. | Ongoing | <i>Community Services</i> |
| | Pursue the opportunity for relevant Seniors to be involved in future recreational planning processes. | Ongoing | <i>Community Services</i> |
| | Consider staffing issues and requests related to Recreation provision for the City. | 2005/2006 | <i>Corporate Services</i> |
| | Continue to provide the City of Armadale Access and Facilities Guide in partnership with the Department for Planning and Infrastructure. | Ongoing | <i>Technical Services</i> |

Policy Area Nine: Seniors Centres.

Guiding Principle:

- The City of Armadale recognizes that Local Government has traditionally been the major provider of Senior Citizen’s Centres.
- The City of Armadale understands the role of Seniors Centres in providing a focal point for the provision of a wide range of social, recreational and welfare services for seniors.
- The City of Armadale is aware of statistics that indicate that approximately 10% of all seniors attend Senior Citizen centres and that attendees are most likely to be women and active elderly under 75 years of age.
- The City realizes that the movement to more general Community Centres and alternative management arrangements are more economically and socially justifiable.

| <i>Issues</i> | <i>Strategies</i> | <i>Timeline</i> | <i>Coordination</i> |
|-------------------------|---|------------------------|----------------------------|
| Facilities | Investigate opportunities for the City to provide a dedicated centre/building for the use by all Seniors, Seniors groups and service providers (for example a drop in type centre). | 2006 | <i>Community Services</i> |
| | Promote use of Seniors Centres by the general community. | Ongoing | <i>Community Services</i> |
| Centre Management | Maintain current external Management arrangements in accordance with the terms of each agreement at each of the Seniors Centres. | Ongoing | <i>Corporate Services</i> |
| | Standardize Management arrangements across all Seniors centres. | 2006 | <i>Corporate Services</i> |
| Programs and Activities | Ensure the continued involvement of the relevant Seniors user groups and clubs at each of the Centres. | Ongoing | <i>Community Services</i> |
| | Encourage networking and liaison between Clubs at each of the Centres. | Ongoing | <i>Community Services</i> |

LIBRARIES ALIVE! PTY LTD

***TIMELINE 2016:
STRATEGIC DIRECTIONS FOR
LIBRARY SERVICES –
STUDY & REPORT FOR
THE CITY OF ARMADALE***

**Final Report
August 2005**

**Report written by Ian McCallum & Sherrey Quinn
Libraries Alive! Pty Ltd ABN 26 077 818 672
42 Waller Crescent Campbell ACT 2612
Phone: 02 6257 9177**

www.librariesalive.com.au

CONTENTS

| | |
|---|----|
| 1. Recommendations | 3 |
| 2. Introduction and purpose of this document..... | 5 |
| 3. Scope of work..... | 6 |
| 4. How much floor space will be needed in 2016? | 7 |
| 5. Comparisons with similar WA public libraries | 11 |
| 6. Customer survey findings..... | 14 |
| 7. Age distribution and service implications | 23 |
| 8. Opening hours | 27 |
| 9. Staff suggestions and staffing | 28 |
| 10. Performance measures | 30 |
| 11. Technology..... | 31 |
| 12. List of sources | 32 |
| Appendix 1. Preliminary findings (from Interim Report June 2005) .. | 35 |
| Appendix 2. Customer questionnaire..... | 36 |
| Appendix 3. Components of the Concept Plan | 39 |

Tables

| | |
|---|----|
| Table 1. Library floor space, actual and recommended (m ²)..... | 10 |
| Table 2. Statistical comparison: urban fringe medium public libraries ... | 12 |
| Table 3. Respondents' satisfaction | 14 |
| Table 4. Customers' written comments by Library | 20 |
| Table 5. Branch demographics | 21 |
| Table 6. LGA compared with Branch demographics..... | 22 |
| Table 7. Armadale's current and projected population distribution | 24 |

Figures

| | |
|---|----|
| Figure 1. Map, centred on Armadale, shows approx 20 km north-south and 25 km east-west. | 9 |
| Figure 2. Library floor space, actual and recommended (m ²)..... | 10 |
| Figure 3. Respondents' satisfaction with library service | 14 |
| Figure 4. Age ranges of survey respondents | 22 |
| Figure 5. Population per cent by age range of branch survey respondents, and for Local Government Area | 23 |
| Figure 6. Age ranges of Armadale's current and projected population (population in '000s) | 24 |
| Figure 7. Age ranges of Armadale's current and projected population (population percentages) | 24 |

1. Recommendations

The two most significant issues Council’s Library Service faces are space and customer choice. Space to house collections and host activities and provide connectivity to the digital world, and customer choice from a deeper, richer, and more rewarding selection of print and non-print items.

These recommendations support Council’s intent to significantly upgrade library services over the next decade and acknowledge that resource allocation will need to be carefully planned and progressively implemented in conjunction with government agencies, private sector developers, and adjoining local government areas.

By 2016 it is expected that today’s 26,000 registered customers will have grown to 42,500, the number of library visits will have increased from 250,000 per annum to 400,000 per annum, and that opening hours will need to extend by approximately 25%.

1. That Council continue planning towards a library service with 3700 square metres of floor space and 30 FTE staff positions serving a population of 85,000 by 2016.

2 (a) That Council endorse the Concept Plan’s strategic development direction towards library-based community hubs in three locations, as follows:

Armadale – *Regional Centre Library* with Central Reference Library (supporting co-located education precinct) of 2200 m² by 2016 serving a population of 40,000 in the Armadale/Brookdale catchment. New premises required. Possible specialisation in library-based information technology.

Kelmscott – *District Centre Library* of 1000 m² by 2016 serving a population of 20,000 in the Kelmscott/Roleystone catchment. New or expanded premises required. Possible specialisation in services to children and young adults.

Westfield – *District Centre Library* of 2200 m² by 2016 serving a population of 25,000 in the Westfield/North Forrestdale/Seville Grove catchment. Expanded premises required. Possible specialisation in services to seniors.

2 (b) To encourage an emerging sense of community identity, Council consider changing the name and signage of the Westfield Library to the Seville Grove Library.

3. That in order to improve collection choices for library customers, Council:

remind the Library Board of WA that Council currently funds more than 85% of library service expenditure and encourage the Board to lift its very modest target of 1.25 items per capita to 1.5 items per capita by 2010, and thereafter to a per capita rate more closely comparable to the level of provision elsewhere in Australia, and

formally request the Library Board of WA to adopt the principle of replacing collections over a seven-year period, thereby depreciating them at a rate of 15% per annum.

4. That as soon as practicable Council provide the necessary resources to vary library opening hours as follows:

Armadale: open 9am to 8pm Monday to Friday
open 9am to 12 noon Saturday
open Saturday afternoon and Sunday on re-location

Kelmscott: open 9am to 6 pm Monday to Friday
open 9am to 12 noon Saturday

Westfield: open 9am to 6pm Monday to Friday
open 9am to 12 noon Saturday

5. That in order to lift the profile of the Library’s digital services the current Web site be re-created and refreshed as an independent Web site distinct from the Council Web site, and the Library be authorised and supported to expedite the digitisation of local studies and heritage material.

6. That the computer systems used by the Library be fully supported for the hours of their scheduled availability.

7. That in conjunction with a renewed emphasis on digital services a technology update training plan be developed by the Library’s senior staff group, funded by Council, and delivered to all staff.

8. That the Manager Libraries & Heritage develop a staged implementation plan to manage the timing and ensure achievement of the objectives embodied in these recommendations.

2. Introduction and purpose of this document

The best library services respond to the needs and aspirations of the communities they serve, providing spaces and places for recreation, information and life-long learning that bring people together and encourage social cohesion and economic development¹. Libraries enrich lives for those who use them, and for the children of those who do not.

Storytime at the local library might be the only break a new mum gets all day. Seeking assistance in selecting an audio or large print book might be one of very few significant personal interactions an isolated elderly widow has in her day. Searching the jobs vacant columns of the local newspaper then writing an application on the library’s word processor and emailing it to a prospective employer might mean the difference between despair and hope for a young person or a person recently retrenched. Attending a foreign language class, or an author talk, or a writers’ group, or an introductory course on the Internet, all provide opportunities for learning and social interaction, build community resilience, counter social fragmentation, and help to grow the local economic base.

Using the library as a place to complete homework before going home to noisy younger brothers and sisters can tip the balance between struggling and succeeding at school. Working through Web-based lessons, finding out about legal rights and responsibilities, searching for Census statistics, understanding the signs of alcohol and drug dependence or depression, or simply reading contemporary fiction for pleasure – libraries help with all this. Finding out about a new trip to take, garment to make, cake to bake, or even tablet to take, can wake the intellect and make the difference between engagement and the visual Valium so often proffered by TV. Be all you can be: read. Certainly. Libraries re-create lives.

Libraries also encourage economic, specifically retail, activity. Since most trips to libraries involve parallel, complementary activities – like shopping, eating, chauffeuring children or seniors, or visiting the doctor, spending money is usually involved.

And with their extended opening hours and distributed locations, libraries are great outlets for Council services.

¹ There is now a considerable literature on the economic value of public libraries. For example, a recent Florida study found that public libraries return \$6.54 for every \$1.00 invested, and the State Library of Victoria, earlier this year, asked customers to quantify the monetary value of services and resources (up to \$30/book loan and \$7 for a DVD loan). References relating to the value of library services appear in red in the List of Sources.

What sort of library service should Armadale have?

What sort does Armadale want?

This Final Report presents the main options. It builds on the earlier Interim Report and Draft Concept Plan’s coverage of library service delivery options, background research, calculation of floor space requirements, statistical comparison with other WA urban fringe public libraries, customer feedback, and analysis of current and projected demographic profiles, and adds material on opening hours, staffing, performance measures and technology.

3. Scope of work

On 12 April 2005 Libraries Alive!, a specialist library consulting company, was appointed by the City of Armadale to undertake a *Strategic Directions for Library Services Study and Report*. The overall requirement was ‘to develop a strategic direction framework for the Armadale Library Service for a ten (10) year period commencing 2005/06’.

Council’s briefing document specified the following tasks:

- Analyse the library needs of the community
- Research key aspects of the current profile of the community, with emphasis on characteristics that may affect the demand for library facilities, i.e.
 - a description of the demographic, economic and social characteristics of the population, including disability issues within the region
 - an analysis of population trends
 - projections of population size and age structure
 - access to transport
 - IT availability in the home
- Identify current and likely future trends of public library services in WA, Australia and internationally
- Produce an Interim Report outlining the methodology used and a summary of data collected
- Formulate a Concept Plan for the future of the City of Armadale Library Service inclusive of recommendations on:
 - optimum number and size of branch libraries
 - location of branch libraries and possible integration with other services
 - options for mobile library service
 - opening hours
 - staffing levels
 - service requirements
 - IT requirements and online service provision.

With 31 July 2005 given as the completion date, work began immediately. From 18 to 20 April the principal consultant, Ian McCallum, travelled to Armadale to meet with the Project Management Group, Library staff and key stakeholders including Ray Tame, CEO of the City of Armadale, Carl Askew, Executive Director Community Services, City of Armadale, Ian Macrae, Executive Director Development Services, City of Armadale, John Ellis, Executive Director Armadale Redevelopment Authority (ARA) and (by phone and later in person) Marion Thompson from the Urban Planning company.

Accompanied by Patricia Walker, Manager Libraries & Heritage, Ian also visited all library branches and the sites of current and proposed development projects.

Substantial quantities of background documentation were collected on this trip, and these items were read (and listed below) as part of the familiarisation phase of the assignment.

Next, an Interim Report presenting preliminary findings² was produced and between 7th and 10th June its contents were discussed with Elected Members, Council Officials, Library staff and Marion Thompson (acting for the ARA). The Report received broad endorsement from all stakeholders and was generally considered to be a suitable basis for developing the Draft Concept Plan³.

The Draft Concept Plan was presented and discussed at a Council Workshop held on 14 July. Council confirmed the strategic directions outlined and instructed the consultant to proceed to this Final Report.

4. How much floor space will be needed in 2016?

Space is the first of two major issues (the other is choice: the quality of the Library's collection). Floor space is needed for library activity programmes, providing face-to-face customer service, housing collections and computers, hosting exhibitions, holding community meetings, and for supporting staff activities.

Building construction, lease/rental and maintenance costs are major expenditure and scheduling issues for all Local Government Authorities (LGAs) operating their own library services. So we look at space requirements, actual and projected, first.

At present:

| | |
|------------|---|
| Armadale: | 407 m ² |
| Kelmscott: | 500 m ² |
| Westfield: | 625 m ² (including community room) |

² Included as Appendix 1.

³ A summary is included as Appendix 3.

The 2001 Census reports a population of 50,108.⁴ Our planning horizon is ten years out – 2016, by which time the population of the City of Armadale is expected to grow to 85,250 with most of the increase coming from the three designated growth areas of Seville, Brookdale and North Forrestdale,⁵ plus higher density residential developments around Armadale and Kelmscott town centres.⁶

Using the most recent guidelines for calculating library floor space,⁷ we can answer two fundamental questions:

1. What floor space should the Library Service occupy today (for a population of 50,108)?
2. What floor space should the Library Service occupy in 2016 (for a projected population of 85,250)?

First, today. Here we assume a central library (Armadale) serving 20,000 people, and two branch libraries, Kelmscott and Westfield, each serving 15,000 people.

The guidelines recommend a gross floor area of 1314 m² for the central library, and 756 m² for each of the two branch libraries, making a total gross floor area of 2826 m². Gross floor area currently available is 1532 m², or 54% of the benchmark.

Next, tomorrow. Perth’s fringe LGAs of Wanneroo (up 5.2%), Swan (up 3.0%) and Rockingham (up 3.2%) have experienced substantial population growth at a time when Armadale’s population has been static (0%).⁸ This is about to change. Council’s population estimates predict 85,250 people in Armadale in 2016. How will they be distributed across the LGA?

⁴ Australian Bureau of Statistics. 505250210 *Armadale (C) Statistical Local Area*, November 2002.

⁵ City of Armadale. Development Services Directorate. *Community Facilities Planning and Population Estimates 2001–2021*, January 2005.

⁶ Armadale Redevelopment Authority. *Concept Plan 2004*.

⁷ State Library of NSW. *People Places: a guide for public library buildings in NSW*, Library Council of NSW, 2000.

⁸ Australian Bureau of Statistics. *Regional Population Growth: Australia and New Zealand, 2002–03*. March 2004. Catalogue No. 3218.0. Pp.4, 41–3. Covers the period 1998–2003.

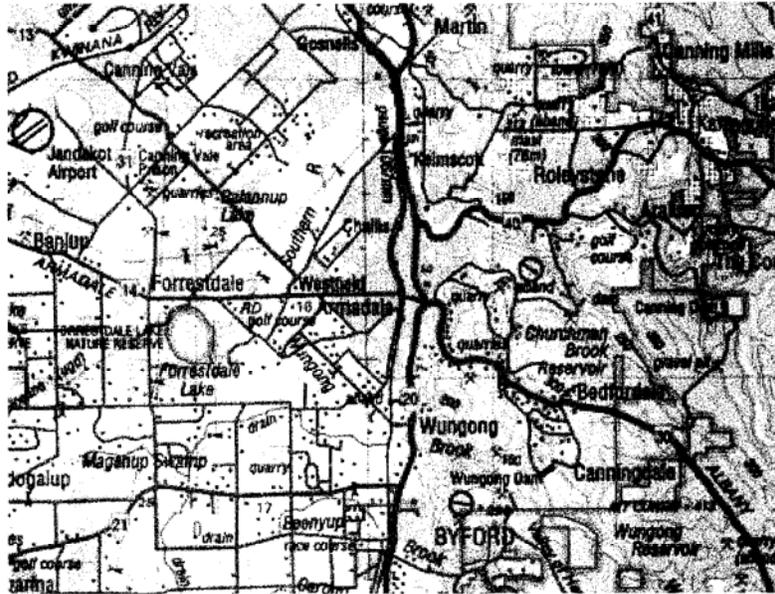


Figure 1. Map, centred on Armadale, shows approx 20 km north-south and 25 km east-west.

Source: NATMAP Raster Premium. 1:250 000 scale topographic maps of Australia. (Geoscience Australia, 2005 release DVD)

Population growth is more likely to take place north, south and west of Armadale, than to the east, i.e. in the areas co-ordinated by the ARA, and in the areas where Armadale Council is releasing new lots.

We therefore consider it reasonable to assume the current three service points will remain appropriately sited for three sectors:

1. In the south, the Armadale City Centre/Strategic Regional Centre, located in the ARA's proposed educational precinct adjacent to the railway station, with Brookdale in its catchment, covers approximately 40,000 people (plus an unknown number of commuters who travel to Armadale to work or school each day)
2. In the north and to the east of the Albany Highway, Kelmscott Library, located adjacent to the railway station also in the area controlled by the ARA, covers approximately 20,000 people, and
3. In the west, Westfield Library serves its current catchment, plus the developing North Forrestdale area, covering approximately 25,000 people.

What then are the space requirements for the 2016 library service?

Based on a projected population of 85,000, distributed in the proportions described above, the guidelines recommend a gross floor area of 2154 m² for Armadale Library, 1008 m² for Kelmscott Library, and 1170 m² for Westfield Library.

We can summarise these space calculations in a table:

| Library | Today (actual) | Today (guidelines) | 2016 (guidelines) |
|---------------|----------------|--------------------|-------------------|
| Armadale | 407 | 1314 | 2154 |
| Kelmscott | 500 | 756 | 1008 |
| Westfield | 625 | 756 | 1170 |
| TOTAL: | 1532 | 2826 | 4332 |

Table 1. Library floor space, actual and recommended (m²)

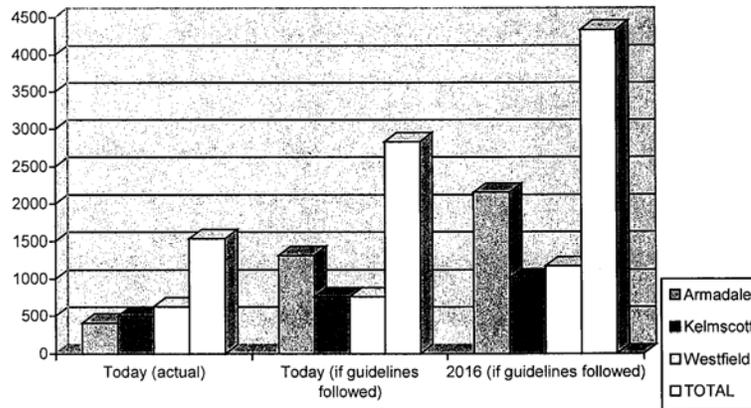


Figure 2. Library floor space, actual and recommended (m²)

We have observed above that actual floor space is 54% of recommended floor space. The difference between the actual floor space for 50,000 people and the recommended floor space for 85,000 people is 2800 m².

Assuming that the Westfield Library building can be refurbished and extended to 1170 m², and that new buildings compatible with the ARA’s plans are constructed at Armadale (2154 m²) and Kelmscott (1008 m²) at a cost of approximately \$2,000 to \$3,000 per square metre for an additional 3707 square metres, then a capital outlay in the range \$7.4 to

\$11.1m (at today's prices) will be required to bring the provision of physical facilities up to the 2016 guidelines – **if Council incurs the building costs**. Obviously, development partners are highly desirable.

5. Comparisons with similar WA public libraries

In compiling its public library statistical bulletins, the State Library of WA uses the Australian Classification of Local Government⁹ to group similar LGAs. Armadale is classed as 'urban fringe medium' and grouped with Cockburn, Kalamunda, Mundaring, Rockingham and Wanneroo. Table 2 compares the different library services from the figures they reported to the State Library for the 2003/04 year¹⁰.

Please note that figures for library visits are comprehensively reported by Armadale and Cockburn City Councils, partially reported by Rockingham and Wanneroo City Councils, and not reported at all by Kalamunda and Mundaring Shire Councils. Fortunately, all Councils report library membership figures, and where we have both members and visits we have calculated the ratio between the two.

As a multiple of members, visits range between 3 and 12 times across all six LGAs, i.e. where we have figures for both members and visits, visits are in the range of 3 to 12 times the number of members. We have selected the multiple 8 (close to both mean and median), as a reasonable approximation for deriving visits from member numbers, where no visits figure has been reported. For example, Safety Bay with 13,427 members has not reported visits, so we have multiplied members by 8 to derive 107,416 visits. Because they were known independently, we have also included visits for Success Library in Cockburn even though it has yet to appear in the State Library statistics. For Yanchep and Clarkson in Wanneroo, neither members nor visits are available, so we have estimated 5,886 members (the average of the other three branches in the LGA) at each branch.

Items per capita is the number of items divided by the LGA population.

Turnover is the number of loans divided by the number of items.

Visits per capita is the number of visits divided by the LGA population.

⁹ The Australian Classification of Local Government (ACLG) categorises local governments according to population size and location. The first level of classification divides local governments into 'Urban' or 'Rural'. Urban local governments are further subdivided into 'capital city', 'metropolitan developed', 'regional town/city', or 'fringe'. Rural local governments are subdivided on the basis of 'significant growth' or 'remote'. The final subdivision is by population.

¹⁰ State Library of Western Australia. *Statistical Bulletin Comparison Tables for Financial Year 2003/2004*.

| LGA | Pop | Exp per cap | % LGA outlays | % residents members | Items | Items per cap | Loans | Turnover | Visits | Visits per cap |
|---------------|--------|-------------|---------------|---------------------|---------|---------------|---------|----------|---------|----------------|
| Armadales CC | 57,632 | \$25.11 | 4.46 | 49 | 87,024 | 1.5 | 521,471 | 5.99 | 278,656 | 4.84 |
| Cockburn CC | 77,485 | \$35.54 | 5.24 | 46 | 82,909 | 1.1 | 467,280 | 5.64 | 267,819 | 3.46 |
| Kalamunda SC | 51,109 | \$23.24 | 5.28 | 54 | 133,394 | 2.6 | 423,041 | 3.17 | 225,304 | 4.41 |
| Mundaring SC | 37,066 | \$16.24 | 2.65 | 38 | 65,236 | 1.8 | 291,275 | 4.46 | 115,656 | 3.12 |
| Rockingham CC | 79,889 | \$18.07 | n/a | 59 | 178,152 | 2.2 | 543,789 | 3.05 | 376,539 | 4.71 |
| Wanneroo CC | 95,143 | n/a | n/a | 17 | 90,386 | 0.9 | 602,022 | 6.66 | 235,427 | 2.47 |

Table 2. Statistical comparison: urban fringe medium public libraries

What does this table tell us?

1. First of all, it says that relative to the other library services in the 'urban fringe medium' category, Armadale is performing quite well.
2. Although per capita expenditure is significantly lower (by \$10/head) than Cockburn, it is higher than all other (known) LGAs. By comparison the average per capita expenditure for all NSW public libraries is \$37.26, and for all Victorian public libraries \$26.84.
3. The number of items per capita is lower than three of the other five libraries, and lower than the average of 1.7. Nevertheless, it is higher than the Library Board of WA's 'standard' of 1.25.
4. The turnover figure (loans divided by items) is higher than the other LGAs – except for Wanneroo. This indicates that Armadale's customers are finding what they want – that the collection is relevant to their requirements. This is borne out by the questionnaire results analysed below.

5. The number of visits per capita is the highest of all LGAs, indicating that Armadale’s libraries are seen as convenient, pleasant places to visit either for activities or use of collections and computers.
6. In summary, the table says that Armadale’s library service is not broken, and that relative to its peers, already delivers a set of services appropriate as the basis for future planning.

6. Customer survey findings

What do Armadale’s customers think of their library service?

In May 2005 Library customers at each branch were encouraged to complete a short questionnaire (attached as Appendix 2), either in hard copy or as an electronic form on the Library’s Web site. The response was excellent – both in terms of numbers received and in expressed approval of the Library’s services.

The two key questions: ‘Do you usually get what you come for when you visit the library?’ and ‘Do the library staff treat you the way you want to be treated?’ produced the following results:

| Branch | No of responses | Get what you came for YES # | Get what you came for YES % | Treated right YES # | Treated right YES % |
|-----------|-----------------|-----------------------------|-----------------------------|---------------------|---------------------|
| Armadale | 145 | 128 | 88 | 143 | 99 |
| Kelmscott | 190 | 176 | 93 | 188 | 99 |
| Westfield | 116 | 111 | 96 | 115 | 99 |

Table 3. Respondents’ satisfaction

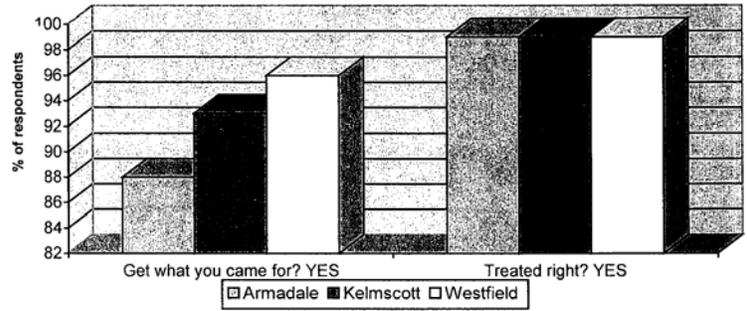


Figure 3. Respondents’ satisfaction with library service

Comments

1. Armadale

Virtually all respondents (99%) visiting this branch felt that they were treated the way they wanted to be treated.

Of the people who did not get what they came for, most of them mentioned lack of choice in a dated collection, too few DVDs and large print items, and insufficient new books – especially latest releases.

2. Kelmscott

Only two people said they were not treated the way they wanted to be treated, one commenting that there were not enough staff, and that a self-checker was needed, and the other (proudly aged 80+), thought that tea and biscuits should be provided 'whilst perusing'!

Fourteen people did not get what they came for and mentioned lack of choice, dated collection, not enough new books, delays in ordering, and shortage of large print materials.

3. Westfield

With the exception of a single respondent who chose not to answer the question on the grounds that he/she used the library only for the reading group and the writing group, **all** of Westfield's customers said they were treated the way they wanted to be treated.

Five people did not get what they came for, and mentioned shortage of new books, limited collection choices – and no tea and coffee facilities.

Customers' written comments

Of the 18 questions on the questionnaire, all but two (on Internet access at home and age group) provided space for respondents to comment, and most did, providing valuable qualitative information. Making a written comment is a more time-consuming, considered activity than simply ticking a box, so we need to carefully consider the messages sent by the Library's customers.

Armadale

From the completed questionnaires collected at the Armadale Library we have broadly classified 189 written comments; most related to the collection and to current service levels. We have included unascribed quotations to illustrate the points made.

Customer satisfaction

38 out of 189 respondents (20%) expressed their appreciation and gratitude for the library service and for the library 'space'. Some comments were quite personal and indicated the social value¹¹ placed on the existence of the service:

¹¹ We have already noted the increasing number of public library studies focusing on economic value. These include the 2004 study by the State Library and

‘Please never leave this beautiful location. I always feel privileged and uplifted visiting here.’

‘Keep up the good work. Libraries are great – a real sanity saver, gives me access to materials I couldn’t afford to buy.’

‘There are many in the older age group who do not watch TV so much (rubbish programmes). Books are a necessary relaxation.’

Many people took the opportunity to express their thanks to library staff:

‘Its always service with a smile and nothing is too much trouble for the staff.’

‘Nice place to visit, helpful staff, go out of their way to help.’

‘Coming to the library is a pleasurable experience!’

‘Keep up the good work!’

‘You are doing a splendid job. Thank you.’

‘Fantastic service. Don’t know what we’d do without it. Great for families with limited income to spend on entertainment!’

‘I’m happy with this service.’

‘I appreciate these facilities as they are.’

‘I love your service, your library and I love the feel of the building. Many new libraries do not feel welcoming!’

‘Thank you for being here.’

‘All’s fine!’

Customer choices and suggestions

Most suggestions for improvement centred on the collection:

More new books, latest releases, popular novels – 28 comments

Greater choice from a larger collection – 20 comments

‘If I were a new user, then yes [in answer to the question Plenty of choice?], but I often leave with nothing to take home.’

‘Have used library for 18 months since arriving from Victoria – now finding limited choice.’

Archives of Florida which showed a return of US\$6.54 for each \$1 invested in the library service (<http://dliis.dos.state.fl.us/bld/roi/index.cfm>) and a 2005 South Carolina research project which found a US\$4.48 return to the state’s economy for each \$1 invested in public libraries (<http://www.libsci.sc.edu/SCEIS/home.htm>)

Collection dated or read out – 9 comments

‘I have been a library user for over thirty years and during that time I have come across the same old books.’

‘I like medical who-dunnits, and I think I have read your entire stock of them.’

More new videos, CDs, DVDs – 27 comments

More fiction by specified authors and genres – 5 comments

More specialised non-fiction including language materials – 14 comments

More large print – 11 comments

More audio books – 5 comments

In summary, 119 of the 189 comments (63%) related to collection shortcomings.

Of the remaining comments, difficulty in parking (18 mentions) headed the list, followed by the need for more space (8), and more staff (5).

Digital literacy may also be an issue for people who think the chance to learn computer skills has passed them by:

‘I am embarrassed in not able to know anything about computers. The staff seem too busy to ask if you want to learn. There does not appear to be any classes for slow learning seniors.’

Kelmscott

Customer satisfaction

From the completed questionnaires collected at Kelmscott Library we looked at 245 written comments. As for Armadale, most people who commented mentioned helpful and friendly staff. Comments expressing appreciation for the service were also frequent – 35, or 14%

‘I feel so privileged to have access to a library at all. Love them.’

‘The staff deserve pay rises, they are easy to go up to and if they need to attend to others, they will still find time to come up and see if you found what you needed.’

‘I have used Armadale Library Services since 1969 and have nothing but praise for all library staff I have met. Whoever engages library staff must be congratulated on their ability to select such suitable persons.’

‘Provides a great centre of information for the community.’

‘The Library Service as it stands is the most valuable gift of the local authority of all services it offers the public.’

Customer choices and suggestions

Once again, the collection took a battering.

Greater choice from a larger collection – 33 comments.

More new books, latest releases, popular novels – 31 comments.

‘It would be nice if the library could get in lots more new books.’

‘Council should provide more money to buy new books.’

‘Due to your budget restraints, poor choice of new books and long waiting times to borrow.’

More non-fiction including junior non-fiction and foreign language materials – 24 comments.

More new videos, CDs, DVDs – 21 comments

Collection dated and/or read out – 10 comments

More large print – 9 comments

More fiction – 6 comments

More audio books – 4 comments

In summary, 138 of the 245 comments (56%) related to collection shortcomings.

Kelmscott also had its own issues: 12% (29) of comments complained about the parking situation, and 11% (26) complained about lack of space and cramped layout inside the library.

‘I am a regular user for last 15–20 years. Would like to see library in a larger space with some meeting rooms for groups, have a small theatre, presentation area.’

‘It would be nice to have a purpose built library in the area with more space and privacy to have a quiet read.’

‘To make it clearer to find books. I spend 75% of my time doing this.’

Six people wanted a coffee shop, 6 people wanted a return chute or drive-through for returns, 4 people complained about fines, and one person suggested a self-checker to relieve queues at checkout.

Westfield

Customer satisfaction

From questionnaires collected at the Westfield Library we analysed 136 written comments. 36 or 26% either praised the library service or expressed gratitude for its existence. Once again, most people who took the trouble to provide comments, other than tick yes/no boxes, were complimentary about the library staff's attitude and helpfulness.

'What a wonderful service! I am most grateful.'

'I LOVE Westfield Library!!'

'Please pass on my congratulations to the staff for their friendly and helpful manner.'

'Keep up the good work – information, books, etc, are vital to the human mind and spirit!'

'Caters for information we wouldn't otherwise get.'

'I've used the library system for 39 years since my arrival in Australia and it is my favourite service.'

Customer choices and suggestions

As we found with comments collected at Armadale and Kelmscott, there are issues with the adequacy of the collection:

More new videos, CDs, DVDs – 18 comments

Greater choice from a larger collection – 16 comments

More new books/latest releases – 12 comments

Collection dated and/or readout – 10 comments

More large print – 7 comments

More adult fiction – 6 comments

More non-fiction – 5 comments

More audio books – 3 comments

Overall, 77 of the 136 comments (57%) related to improving the collection.

There were other issues as well, one of them unique to Westfield. Nine people commented on the inconvenience of Wednesday closing – and several seniors expressed their appreciation of Wednesday opening just for them! Three people wanted an after-hours return chute, 3 people

wanted more computers – especially for the period 3–5 pm when school students ‘swarm’, and 5 people thought a coffee shop would be a good idea.

‘Would love coffee shop.’

In answer to the questions on Internet access at home and use of the Library’s Web site:

‘I’m too scared because I don’t know about computers and Internet stuff.’

‘Would there, in the future, be classes for the computer illiterates?’

There is a digital literacy thread here which we shall keep in mind as the strategic plan evolves.

Further analysis

In this section we focus on a sub-set of the written comments – those remaining when we exclude the general comments on staff and overall service. We look at percentages rather than actual numbers in order to derive a relative ranking in importance by library.

| Issue | Armadale % (n=151) | Kelmscott % (n=210) | Westfield % (n=100) |
|----------------------------------|-----------------------|------------------------|------------------------|
| Concerning the collection | | | |
| Need more new books | 19 | 15 | 12 |
| Need greater collection choice | 13 | 16 | 16 |
| Collection dated/read out | 6 | 5 | 10 |
| Need more videos, CDs, DVDs | 18 | 10 | 18 |
| Need more non-fiction | 9 | 11 | 5 |
| Need more fiction | 3 | 3 | 6 |
| Need more large print | 7 | 4 | 7 |
| Need more audio books | 3 | 2 | 3 |
| Total for collection | 78 | 66 | 77 |
| Other issues | | | |
| Inadequate parking | 12 | 14 | |
| Need more space | 5 | 12 | |
| Need more staff | 3 | 1 | |
| Need after hours return | 1 | 3 | 3 |
| Would like coffee shop | | 3 | 5 |
| Open on Wednesday | | | 12 |
| Need more computers | | | 3 |

Table 4. Customers’ written comments by Library

Comments

Whilst there are several library-specific issues – parking at Armadale and Kelmscott, space at Kelmscott, opening on Wednesday at Westfield – comments on the Library’s collections are common across all three libraries. Unfortunately, the resolution of this issue depends largely on the responsiveness of the State Library, and it may well be that their minimum standard of 1.25 items per capita and 12.5% per annum stock replacement rate¹² will fall well short of the developing expectations of Armadale’s citizens through to 2016.

Nor it seems will customers’ choices be broadened through increasing the velocity of stock circulation. The State Library’s own review of the Exchange Program acknowledges that the ‘pool’ numbers only 30,000 items, and that the quality of available items and the efficiency of exchange procedures both need to be improved.¹³

Internet access from home

59% (82) of Armadale respondents, 61% (111) of Kelmscott respondents, and 40% (45) of Westfield respondents reported access to the Internet at home. This is a very interesting finding – especially the low figure for Westfield. In 2003 the WA State average for proportion of households with access to the Internet was 53%¹⁴ (up from 15% in 1998), and it seems the take-up rate is continuing to grow. In terms of strategic directions and equity of access, it is already clear that the Internet will be a major access channel – possibly **the** major access channel - to most library services. Training programmes may need to be run from the Westfield Library.

Who are the customers?

The table below sets out respondent age range by branch.

| Branch | 0-14 | % | 15-24 | % | 25-44 | % | 45-64 | % | 65+ | % | Total |
|-----------|------|---|-------|---|-------|----|-------|----|-----|----|-------|
| Armadale | 2 | 1 | 9 | 7 | 32 | 23 | 44 | 32 | 51 | 37 | 138 |
| Kelmscott | 8 | 4 | 11 | 6 | 44 | 24 | 71 | 39 | 49 | 27 | 183 |
| Westfield | 1 | 1 | 3 | 3 | 24 | 21 | 30 | 26 | 55 | 49 | 113 |

Table 5. Branch demographics

¹² WA Local Government Association & WA Department of Culture and the Arts. *Framework Agreement between State and Local Government for the provision of Public Library Services in Western Australia*. December 2004. p. 5.

¹³ WA Department of Culture and the Arts. *Exchange Program Final Report & Change Implementation Plan*, November 2003. pp.1-2.

¹⁴ Australian Bureau of Statistics. *Measures of a knowledge-based economy and society. Proportion of households with access to the Internet by type of household, state or territory and broad region*. March 2005.

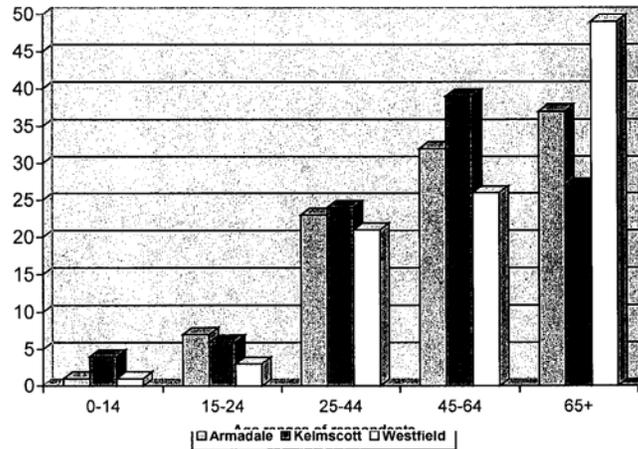


Figure 4. Age ranges of survey respondents

It is interesting to compare the ABS figures¹⁵ for the Armadale LGA for percentage of the population in each age group with the questionnaire responses (we have added the 15-24 and 25-44 categories to bring them in line with the ABS figures):

| Age group | LGA % | Armadale % | Kelmscott % | Westfield % |
|-----------|-------|------------|-------------|-------------|
| 0-14 | 23 | 1 | 4 | 1 |
| 15-44 | 42 | 30 | 30 | 24 |
| 45-64 | 25 | 32 | 39 | 26 |
| 65+ | 10 | 37 | 27 | 49 |

Table 6. LGA compared with Branch demographics

When we compare the ABS figures with the percentage of respondents in the table above, we find:

1. A significant under-representation in the 0-14 age group (which may be understandable given that only a minority of people in this category would possess the means or the parental permission to make an independent visit to the library)
2. Approximately 25% lower representation of 15-44 year olds when compared with the ABS percentages
3. Generally much higher representation of 45-64 years olds when compared to the ABS percentages

¹⁵ Australian Bureau of Statistics. *National Regional Profile, Armadale (C) Selected Characteristics, 2005*. Catalogue No. 1379.0.55.001

4. Higher representation (3 to 5 times) of the 65+s than might be expected by the ABS percentages, and
5. Approximately 70% of the Library’s clientele is aged 45 years and above.

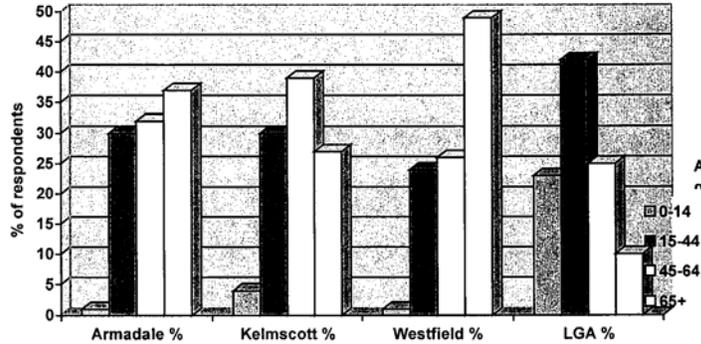


Figure 5. Population per cent by age range of branch survey respondents, and for Local Government Area

Clearly, there are service implications for reaching the very young and satisfying the elderly, and it may be that taking the library’s services to the first group (for example to pre-schools and schools) may be more effective than expecting them to come to the library. Quantity of relevant materials will be a major consideration in services to the elderly.

It could also be said that the 45–64 year old age group seems to be well aware of the benefits of library use.

7. Age distribution and service implications

Relative to 1999, in 2003 the proportion of Armadale’s population aged 14 years or younger had declined slightly from 24.2% to 22.7%, the proportion aged 15–44 years had declined from 44% to 41.8%, the proportion aged 45–64 had increased from 23.2% to 25.4%, and the proportion 65 years and over had increased from 8.7% to 10%.¹⁶ The table below shows the numbers and percentages next to our estimates for ten years hence.

¹⁶ Australian Bureau of Statistics. *National Regional Profile, Armadale (C) Selected Characteristics, 2005*. Catalogue No. 1379.0.55.001

| Age group | 2003 no. | % comp 2003 | 2016 no. | 2016 % | Increase 2003 – 16 |
|---------------|---------------|-------------|---------------|------------|--------------------|
| 0-14 | 11,869 | 22.7 | 17,000 | 20 | 5,131 |
| 15-44 | 21,839 | 41.8 | 35,700 | 42 | 13,861 |
| 45-64 | 13,273 | 25.4 | 22,100 | 26 | 8,827 |
| 65+ | 5,212 | 10 | 10,200 | 12 | 4,988 |
| TOTAL: | 52,193 | 100 | 85,000 | 100 | 32,807 |

Table 7. Armadale’s current and projected population distribution

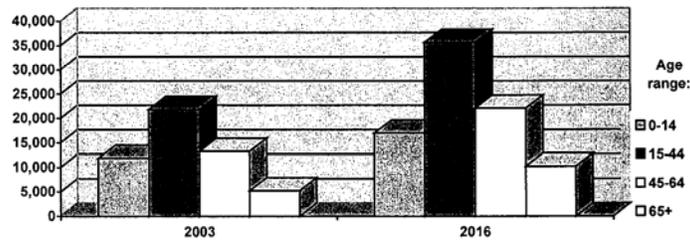


Figure 6. Age ranges of Armadale's current and projected population (population in '000s)

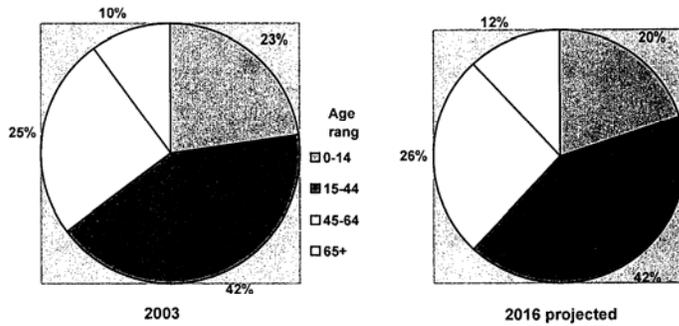


Figure 7. Age ranges of Armadale’s current and projected population (population percentages)

Column six of Table 7 shows the increase in population in the period 2003 to 2016. Columns four and five are necessarily imprecise, but there are some broad trends and some specific influences that help with estimation:

1. Australia’s population as a whole is ageing. In the Armadale LGA the median age has increased from 30 years in the 1991 Census to 35 years in 2003.¹⁷ We can reasonably expect this trend to continue.
2. Council has estimated that numbers in the growth areas of Seville (11,300), Brookdale (15,500) and North Forrestdale (16,800) will comprise approximately half the total residents of the LGA by 2016. We can expect that new families will come with new houses and the decline of the percentage in the 0–14 years age group may even slow. Retirees will also have a significant effect on the age composition of the new suburbs.
3. The largest age group, 15–44 years, is likely to lose people to the 45–64 age group but to gain from newcomers to Council and ARA development areas – possibly students in the proposed Armadale educational precinct. On balance, we expect that over the 10-year period the percentage contribution of this group will stay much the same.
4. The 45–64 age group is already steadily increasing, and we expect this trend to continue, causing some stabilisation in the percentage growth rate of the numerically largest age group, 15–44.
5. The 65+ age group will double in numbers, and increase as a percentage of total people by 2016. Our figure of a 12% demographic share by 2016 may prove to be conservative.

What are the implications for the delivery of library services in the City of Armadale in 2016 compared with 2005?

First of all, the library service will be much busier, and busyness adds to operational costs. Even if membership remains around 50% of the eligible population (most unlikely given a ‘refurbished’ service), then today’s 26,000 customers will have increased by more than 60% to 42,500 by 2016. This fact alone has major implications for customer expectations, staff training, staffing levels, use of technology, stock levels, collection mix, activity programs, opening hours, and car parking. There will also be increased pressures on Council and the State Library to provide a wide selection of up-to-date library materials.

Given the demographic background, we see the following responses being required:

¹⁷ Source: ABS 505250210 and 3218.0.

1. In the numerically larger 0–14 age group there will be a need for more picture books and more activity programs aimed at early childhood literacy. And since more Mums will be bringing more toddlers to story time, demand for specific parenting and general recreational material is likely to increase. These same Mums may also be interested in the Library’s digital literacy programs.
2. The 15–44 age group will be more than twice as big as the 0–14 group – and a lot more sophisticated in their requirements. Many will live in households with time-poor multiple income earners who may prefer to connect with the library service through the Internet and have their reservations delivered by courier, and returned to drive-in drop off points. High expectations, flexible delivery channels, and increasing demand for expensive non-text materials – especially DVDs – will stretch the Library’s current service model. This age group will also contain the students drawn to the area by the ARA’s encouragement of a variety of educational outlets and products. Whilst it is reasonable to expect educational organisations to provide for the information needs of their customers, students will look to the library service for places to study quietly, work noisily on projects with their classmates, search for alternative sources of information outside school hours, generally use technology and almost certainly consume convenience food. These same students may also function as the Library’s ‘secret weapon’ in encouraging adult parent non-users to register for membership.
3. The 45–64s, the second largest group, are likely to require recreational materials to escape from their busy lives, non-fiction to support their non-work interests, and information on work/lifestyle choices to help with decisions on quitting or remaining in the work force. By 2016 this group will be thoroughly computer literate and interested in all materials regardless of format.
4. The 65+s, although numerically the smallest group, will have the most disposable time to consume the Library’s services. Audio books and large print will be important; many will have developed an interest in genealogy and local history; others will look to the Library for information to help them plan the great adventure they now have time to embark on. This group will make the most intensive use of the Library, and many of them, through disability, will want the Library to come to them.

Implications

1. The per unit cost of library materials will rise as an increasing proportion are supplied in loaned digital formats.
2. Expenditure on security (asset protection) and personal security for Library staff will rise.
3. The promotion of the City of Armadale as a regional centre and economic development hub will increase demand for business-related materials and staff reference expertise.

4. Increased library visits will generate increased retail activity in each library precinct.
5. A greater proportion of the library’s budget will need to be allocated to technology provision: more helpful user interfaces; more local information available on the Web; more interactivity with Library staff; greater connectivity; in-library wireless networks; more headaches for security. The evolution of the mobile phone into a personal computing companion will have major implications for the way the Library communicates with its younger customers.
6. The Library is likely to become more ‘embedded’ in the community. Whilst Council and LISWA will be the main providers of staff, facilities and collections, partnerships with commercial and non-profit organisations enjoying a redeveloped Armadale will become common.
7. Widespread use of the Internet for finding information, coupled with increasing resource sharing between **all** libraries will lead directly to much heavier use of interlibrary loan and document delivery services.

8. Opening hours

Opening hours are notoriously difficult to get right, and it’s very expensive in terms of salaries and operating costs to attempt to please all of the people all of the time. On the other hand, why have such a valuable community resource not open when people want to use it? The revolution in more flexible working hours, especially evident over the past decade, will no doubt continue with the mooted changes to Australia’s industrial relations framework, and this development complicates the equation. Resolution is usually a compromise, and a willingness to experiment with opening hours can often fine-tune the balance between customer preferences and staff availability.

Armadale

83% of survey respondents were happy with the current opening hours. Eight people wanted the Library open longer on Saturdays, usually citing busy work weeks and busy Saturday mornings as the reason. Eight people wanted the Library to open at 9 am, usually so they could visit after dropping the kids at school. Five people said Sunday afternoon opening would suit them, and 3 people asked for later closing during the week.

Kelmscott

85% of Kelmscott’s customers are happy as well. Nine respondents would like the Library to open earlier, 8 want Saturday afternoon opening, 7 were in favour of open all weekend, 2 plumped for Sunday afternoon opening, and 2 people suggested staying open longer during the week.

Compatibility with work hours and transport to and from work were the main reasons given.

Westfield

84% of Westfield customers are happy with their opening hours. This is somewhat surprising given current Wednesday closing, but only 12 people complained. Most wanted Wednesday opening, 4 wanted the Library open longer during the week, 2 wanted it to open earlier, 2 wanted Saturday and Sunday afternoon opening, and 1 person expressed a preference for open all weekend.

It seems that opening hours are more or less OK at the moment. The crunch will probably come later in the planning period when new and extended buildings and wider collection choice fuel demand for a broader spread of opening hours. This is an aspect of the Library’s service that will require constant monitoring.

9. Staff suggestions and staffing

The Library opens its doors for 147 hours per week: 52.5 at Armadale; 52.5 at Kelmscott; and 42 at Westfield.¹⁸ And it manages this with just 20 staff members. Library staff are justifiably proud of the personal service they give their customers. They know what a kind word or smile can mean to a lonely senior or an harassed mum. The Customer Survey demonstrated the high regard customers have for Library staff. But the Library staff are very busy, and as a consequence they often feel pressured.

It was hardly surprising then to find that in staff focus groups lifting staffing levels was a topic warmly joined. In this section we present staff comments grouped into three broad areas.

Services

- More staff are needed to provide back-up for busy periods in day-to-day operations
- More professional staff are needed for development of services to children and families, working more closely with local schools, establishing partnerships with community organisations (eg. child health), supporting special interest groups, extending opening hours and expanding the activities programme
- In order to attract young people, the Library needs to employ more young people
- There needs to be a deeper pool of back-up and casual staff
- Casuals need more intensive training before being ‘turned loose’ on the desk

¹⁸ *Library and Heritage Services brochure, 2004?*

- Relief staff are often unavailable when needed (eg. students all doing exams)
- Need to extend homebound services
- Need to extend basic computer skills, Internet and email training programmes to include young mums, general public and seniors
- Don't need all three libraries open at night. Don't get the clientele
- Need to be more family friendly – open at 9 am so mums can visit after dropping the kids at school
- Could attract young adults with Foxtel Sports and Discovery Channel, and with music listening posts
- Procedure manual needs to be brought up to date
- Multiple copies of newspapers are needed to eliminate queues
- As the Regional Library, Armadale should specialise in reference and information services with a full-time reference librarian
- Westfield could specialise in services to seniors
- Kelmscott could be the young person's library
- Libraries have longer opening hours and a broader footprint than Council offices; they could be more heavily involved in the delivery of Council information and services.

Buildings and facilities

- More prominent signage needed inside and out
- Better furniture, new carpets
- After hours book returns
- Drive-through library for pick-up and return
- Library kiosk for commuters at the Armadale station
- Need more space to cater for the social needs of the community, eg. quiet spaces for study, area for people to relax, noisy areas for meetings and activities and for young people, meeting rooms for clubs and groups, display and exhibition space
- In-library coffee shops and book shops would delight patrons
- Collection needs to be security tagged and gates installed.

Information technology

- IT training needs to be more frequent and more comprehensive
- Library management system needs to be supported after hours and at weekends
- Library system response time is an issue at Kelmscott and Westfield
- More computers are needed to meet demand for word processing, email (especially for job applications), Library catalogue and Internet access
- Web site is in urgent need of an overhaul to give it an identity separate from but linked to Council's Web site and to provide more interactive services and more databases.

Staffing levels in future

Over the next decade, as more housing lots are released¹⁹, more people move into the LGA, and the library building and extension programme rolls out, the library’s vital signs of loans and visits will easily double. Current staff numbers for current opening hours will need to increase from 20 to 30 FTE, adding more than \$550,000 a year (at current values) to the Library’s salary outlays.

At projected usage growth rates over the next five years, and with the projected service mix, we estimate the Library will need the following additional personnel:

| | |
|---------|--|
| 2006/7 | Library Clerk (0.5), becoming full-time in 2008/9 |
| 2007/8 | Librarian – Armadale Regional Centre |
| 2008/9 | Reference Librarian – Armadale Regional Centre – when Library re-locates to educational precinct. Funding to be discussed with educational agencies. |
| | Librarian – Kelmscott District Centre |
| 2009/10 | Librarian – Westfield (Seville Grove?) District Centre Library Technician, Publications & Marketing, current 0.5 position to become full-time. |

Further out towards the 2016 planning horizon, one additional clerical staff member will be required for Kelmscott and Westfield, and possibly two at Armadale to cover for additional floor space and extended opening hours. An administrative officer will be needed to support additional workloads stemming from higher public usage, and a Library Technician will be needed at Armadale to manage the Library’s IT assets.

10. Performance measures

The Library tracks and reports its activities to Council and to the State Library, but the statistics it keeps document output rather than record progress towards quantitative goals. The number of loans, the number of visits, and the proportion of the population who join the Library are the vital signs for monitoring performance and setting performance goals.

Within the context of this strategic plan we suggest that annual targets for these three variables be set for each branch library and branch managers made responsible for their establishment and achievement. This will allow the library service to regularly report to Council on the value provided to the community, and report to the State Library on the turnover rate for the asset they provide (most of the collection). Useful derivative measures can also be calculated, for example, the cost per visit (total expenditure divided by number of visits) and the cost per loan (total expenditure divided by number of loans).

¹⁹ Council’s Development Services Directorate (April 2005) reports 100 lots released last year, 300 this year, and 500 planned for release next year.

The Library may also wish to return a ‘productivity dividend’ to Council by making gradual reductions in the costs of internal processes, for example, a 5% per annum reduction in the operating costs per item loaned, or per visit. If the Library is granted the collection and building resources it seeks, then usage will inevitably increase. If costs are contained, or kept at a level of increase lower than the rate of growth in usage, then the per unit costs of internal processes will fall.

It would also be useful for Library staff and stakeholders to know how the service is perceived by its customers. The May 2005 Customer Survey questionnaires distributed through the branches proved an excellent and easily collected source of qualitative feedback, and this practice should be continued, at least annually.

Given that the Library competes for funding with other Council services, and indirectly competes for book stock with other public libraries (the State Library cannot meet demand with its current business model), a short, sharp, snappy set of statistics can be extremely useful when it comes time to bid.

11. Technology

The Brief requires consideration of ‘IT requirements and online service provision’ and on 7th June a workshop was held with senior Library staff to further this end. It proved surprisingly straightforward to identify the major trends and issues in public library take-up rates for relevant technology:

1. Email and Web searching will continue as the number one and number two Internet applications, respectively. Whilst search engines are expected to become more sophisticated over the next decade – even to the point of presenting information in context rather than returning too many unqualified documents – email for personal contact, and for work, will remain the most-used Internet service. Word processing facilities will continue to be requested by residents without home computers.
2. More and more citizens will use the Web as their primary source for information discovery. As broadband becomes more widespread in the LGA and costs fall, its appeal will spread beyond the comfortably off to broader levels of the socioeconomic pyramid, and especially to young people. As more people use the Web, more uses of the Web can be expected (and as more uses emerge, so too will more users). Nevertheless, for a substantial minority the Library will continue to be a lifeline – the only affordable access point to information on jobs and services. Indeed many organisations such as retailers and government agencies will expect the Library to provide such access for those who cannot provide it for themselves.

3. In the decade ahead there is no doubt that people everywhere will make more intensive use of computer technology – provided they know how to use it. For the Library, this translates to spending more time with the public, teaching them to use computers, and working with other community agencies to establish basic levels of digital literacy. Library staff are emphatic in their views that already there is a substantial unmet demand for technology interpretation and general IT training, and that this demand is likely to continue, perhaps accelerate, over the planning period. Along with resolving the SLWA impasse on the flow of new materials, community proficiency in IT may be the biggest issue the library service faces.
4. The Library will continue to operate its own inventory management and online catalogue system which is likely to be more closely integrated with a revitalised Library-specific Web site. Technical support will need to be provided whenever systems are scheduled to be available, not just in business hours.
5. The Library will develop new channels for interacting with its customers. These will include Web forms, email, automated booking systems for facilities and activities, co-operatively constructed community databases, SMS and text messaging, support for MP3 format, and courier deliveries. New digital reference tools will include instant messaging and other electronic contact methods.
6. The Library will also become more hospitable to its customers using their own technology within the Library. Wireless networks offering connectivity for customers’ laptops, USB ports for connecting portable storage devices, in-library music systems, and a more tolerant attitude towards mobile phone use, are all part of a digital hub in a public space.

12. List of sources

Armadale Redevelopment Authority. *Concept Plan 2004*.

Australian Bureau of Statistics. 505250210 *Armadale (C) (Statistical Local Area, November 2002*.

— *1996 Census of Population and Housing Western Australia – Statistical Local Areas, Ranked by Median Personal Income*.

— *Analysis of Public Library Funding Resources*. Report prepared by WA Statistical Consultancy for WA Local Government Librarians Association, January 2004.

- *Measures of a knowledge-based economy and society. Proportion of households with access to the Internet by type of household, state or territory and broad region.* March 2005.
 - *National Regional Profile, Armadale (C) Selected Characteristics,* March 2005. Catalogue No. 1379.0.55.001.
 - *Public Libraries Australia 2003-04,* April 2005. Catalogue No. 8561.0.
 - *Regional Population Growth: Australia and New Zealand, 2002-03.* March 2004. Catalogue No. 3218.0.
 - *Regional Population Growth, Australia and New Zealand Preliminary Local Government Area (LGA) populations (at 30 June 2004) and revised median ages (at 30 June 2003) WA,* March 2005. Catalogue No. 3218.0.
 - *Report on State Government Funding of Public Library Stock.* Report prepared by WA Statistical Consultancy for WA Local Government Librarians Association, September 2002.
- City of Armadale. *Annual Report 2003/2004.*
- *Armadale Alive!* 2001.
 - Community Services Directorate. Information Bulletin No.6. *Expression of Interest to locate an Australian Technical College in Armadale, WA. Joint submission by Armadale Redevelopment Authority and City of Armadale, 2004?*
 - Development Services Directorate. *Community Facilities Planning and Population Estimates 2001-2021,* January 2005.
 - Key Points. Community profile prepared by Community Development Co-ordinator, 2000?
- Library Services Survey,* July 2002.
- *Local Planning Strategy (Town Planning Scheme No 4).* Prepared by Chaffer Planning Consultants in association with Hames Sharley WA, March 2003.
 - *Proposed Town Planning Scheme No.4. Invitation for Public Comment (2004?)*
 - Public Library and Information Service. *Strategy Plan on Library Development* (written by Patricia Walker, Town Librarian), January 1985.
 - *Report on the Armadale Public Library and options for development as part of the Station Precinct Planning process prepared for MANEX and the ARA.* Written by Patricia Walker, Manager Libraries & Heritage, December 2002.

— *Strategy Plan on Library Development*, July 1997. Includes report by Bill Leigh on the *Results of the Survey of Library Users’ Needs and Expectations within the City of Armadale (1996)*.

Griffiths, Jose-Marie et al. *Taxpayer Return on Investment in Florida Public Libraries: Summary Report*, September 2004. Prepared for State Library and Archives of Florida.

Library Board of Western Australia. *Statistical Bulletin for Public Libraries in Western Australia*. No. 17, 1996/1997.

McCallum, Ian and Sherrey Quinn. Valuing libraries. *Australian Library Journal*, vol 53, no 1, February 2004, p. 55–69.

State Library of NSW. *People Places: a guide for public library buildings in NSW*, Library Council of NSW, 2000.
http://www.sl.nsw.gov.au/pls/publications/pdf/people_places.pdf

State Library of Victoria. *Libraries/Building/Communities*, Executive Summary, 2005.
http://www.slv.gov.au/about/information/publications/policies_reports/plu_lbc.html

WA Department of Culture and the Arts. *Exchange Program Final Report & Change Implementation Plan*, November 2003.

WA Local Government Association & WA Department of Culture and the Arts. *Framework Agreement between State and Local Government for the provision of Public Library Services in Western Australia*. December 2004.

WA Local Government Librarians Association Inc. *Enrich, Educate, Explore, Escape, Entertain, Evolve: public libraries – making a real difference to the people of WA*. [Loose leaf collection of case studies], 2002?

WA Planning Commission. *Armadale Enquiry-by-Design Workshop*, December 1999, published May 2000

Southern River/Forrestdale/Brookdale/Wungong District Structure Plan (Summary), Final, January 2001.

Appendix 1. Preliminary findings (from Interim Report June 2005)

1. Armadale’s library service performs quite well relative to comparable WA libraries.
2. More than 92% of customers get what they come for; 99% consider they are treated in a satisfactory manner.
3. There is some evidence to suggest that customers have low expectations of the services a modern library can provide.
4. When people are asked to suggest improvements, most of their comments relate to broadening and deepening choices from the collection. Unfortunately the State Library appears to believe that it is doing all it reasonably can to get a sufficient quantity of new materials into WA public libraries.
5. Armadale’s demographic profile suggests a requirement for services across all age ranges, with emphasis on the very young and the elderly.
6. 40–60% of customers have home access to the Internet – and can use the Library’s service from where they live.
7. With the LGA population expected to grow from 50,000 in 2003 to 85,000 in 2016, the Library service will need an additional 3700 m² floor space.
8. Armadale Library, 407 m² today, will need 2154 m² by 2016.
9. Kelmscott Library, 500 m² today, will need 1008 m² by 2016.
10. Westfield Library, 625 m² today, will need 1170 m² by 2016.
11. For the projected distribution of Armadale’s 85,000 people in 2016:
 - the three branch service delivery model, upgraded with additional floor area, is appropriate for the foreseeable future
 - Council should consider opening smaller shop-front and drive-through libraries as new suburbs (eg. Forrestdale) develop
 - the provision of mobile library services to the homebound could be extended, and
 - there appears to be clearly demonstrable need for a fourth branch library, nor an obvious location.
12. The accelerated development opportunities presented by the Armadale Redevelopment Authority are unique and highly valuable to Council.

Appendix 2. Customer questionnaire

CITY OF ARMADALE LIBRARY SERVICE

Your library service is planning for its future. Would you please take a minute to tell us what you think? Your views will be treated as confidential.

Which branch do you usually visit?

- Armadale Kelmscott Westfield

What do you normally use the library for?

Please comment:
.....
.....

Do you usually get what you come for when you visit the library?

- Yes No

Please comment:
.....
.....

Do the library staff treat you the way you want to be treated?

- Yes No

Please comment:
.....
.....

What does the library do that you like?

Please comment:
.....
.....

How could the library improve its service to you?

Please comment:
.....
.....

Do the library's opening hours suit you?

- Yes No

Please comment:
.....
.....

Do you normally visit the library by car?

Yes

No - please comment:

.....
.....

Do you have Internet access at home?

Yes

No

Do you use the library's website?

Yes

No

Please comment:

.....
.....

What do you think of the library's collection?

Up to date?

Yes

No

Please comment:

.....
.....

Plenty of choice?

Yes

No

Please comment:

.....
.....

Appropriate mix of fiction and non-fiction items?

Yes

No

Please comment:

.....
.....

Wide enough range of formats (large print, CD, DVD, audio books)?

Yes

No

Please comment:

.....
.....

Good reference collection?

Yes

No

Please comment:

.....
.....

Helpful databases?

Yes

No

Please comment:

.....
.....

Please indicate which age group you belong to:

- 0-14 15-24 25-44 45-64 65 +

Is there anything else you'd like us to know?

Please comment:

.....

.....

*Thanks for helping us plan the future of the library service.
Please return this questionnaire to the collection box in your local library.*

Appendix 3. Components of the Concept Plan

In sections 4–11 we analyse the library needs of the Armadale community. In this section we summarise the major components of the Concept Plan. Sections 2 and 3 provide background to the assignment.

1. Space

By 2016, when the population has grown to 85,000, the library service will need an additional 3700 square metres of floor space. New libraries will need to be built at Armadale and Kelmscott – most likely under the umbrella of the Armadale Redevelopment Authority, and the Westfield Library will need to be extended. Details in Section 4.

2. Collection

State Library supply of library materials falls short of community requirements. Unless the State Government can be persuaded to increase funding to provide adequate collection depth and breadth a new business model – possibly involving a decentralised approach, will need to be implemented. Details in Sections 5 and 6.

3. Services

The Library’s customers have a 90% plus approval rate for the Library’s services, but there is evidence to suggest that service expectations are low. The customer demographic, very young to very old, will not significantly vary over the planning period; the requirement for a full spectrum of library services will continue. Details in Sections 6 and 7.

4. Comparison with other library services

Armadale compares favourably with other WA ‘urban fringe medium’ library services, but unfavourably with the best library services elsewhere in Australia. Details in Section 5.

5. Opening hours

Current opening hours are generally acceptable to most customers. By 2016 community expectations and work/life patterns will require at least a 25% extension. Details in Section 8.

6. Staffing

At current staffing levels counter staff often feel pressured by the volume of work. As the Library expands its spaces and services, staff training and staff numbers will need to keep up with the growth. Details in Section 9.

7. Technology

Current technology provision lags behind community expectations for Internet, word processing and email access; the Library’s Web site needs to be energised. Details in Sections 9 and 11.

8. Measuring progress

We suggest that in order to monitor progress towards the goals of the Concept Plan, annual targets be adopted for each branch for membership, visits and loans. Details in Section 10.



Just? JUST COMMUNITIES

**Local Government Community Services
Association of Australia
National Conference**

25 – 28 October 2005, Hilton on the Park, Melbourne



INDEX

[Welcome](#)
[Conference Program](#)
[Keynote Speakers](#)
[Principal Sponsor](#)
[General Information](#)
[Visiting Melbourne](#)
[Conference Registration Form](#)
['Just Culture' Symposium Registration](#)

Just Communities is about re-engaging with local communities to create a preferred future that is an alternative to the "me" culture that is so dominant in our society. In our preferred society citizens will be active and communities will participate in improving their quality of life for the common good.

Conference Host



Conference Website:
www.lgpro.com/lgcsaa.htm
LGCSAA Website:
www.lgcsaa.org.au

Principal Sponsor



Australian Government
Department of Family and
Community Services

just? JUST COMMUNITIES

Welcome



On behalf of the Local Government Community Services Association of Australia (LGCSAA) and LGPro, I would like to welcome conference delegates to the Just Communities biennial national local government community development conference. It is hoped that the conference will inspire and invigorate dialogue and focus on well-being and the concepts of active citizenship, links between local democracy, good governance and civic engagement and community empowerment, human rights, cultural vitality, community planning, and health and leisure. Conference themes have been selected because they encapsulate the issues most associated with our practice in engaging with the community to enhance well-being through democratic, just, fair and creative communities.

Since 1986, as a means of providing an opportunity for promoting and sharing good practice and social planning and community development the LGCSAA has organized the national community development conference in partnership with a state local government community services association. Bringing together community development officers, executives, elected representatives and other key players from academia and community organizations to hear key-note speakers, share good practice, explore and exchange ideas has been an excellent way of collaboratively improving our knowledge and practice. Successful and memorable conferences have been held previously in Canberra, Tasmania, Western Australia, Melbourne, Sydney and Townsville. Just Communities, organized jointly with the LGCSAA and LGPro, will prove to be no exception.

On behalf of the LGCSAA and LGPro, I would like to express appreciation to the Lord Mayor and Councillors of the City of Melbourne for their warm and generous hospitality in hosting the welcome reception function in Melbourne, Victoria's wonderful and vibrant capital. I would also like to acknowledge the support of the Department of Family and Community Services, Department of Communications, Information Technology and the Arts, the Department of Transport and Regional Services, the Australia Council for the Arts and our exhibitors.

I would like to thank the keynote speakers and workshop presenters for their contribution.

I hope the conference challenges delegates and provides opportunities for debate, learning and future networks.

JENNY MERKUS

President

Local Government Community Services Association of Australia

Conference Planning Committee

Jenny Merkus (President LGCSAA), Moreland City Council, Vic

Jean Andrews, Shire of Campaspe, Vic

Marlene Henry, Liverpool City Council, NSW

Eric Moes, Maroochy Shire Council, Qld

Tom Pavlos, City of Swan, WA

Judy Spokes, Cultural Development Network Inc.

Kathy Parton, Knox City Council, Vic

Mark Doubleday, Shire of Yarra Ranges, Vic

Diane Haskings, Manningham City Council, Vic

Jenny Wills, Vic

Kate Nash, Vic

David Preiss, LGPro

Yvonne Crouch, LGPro

Conference Program

TUESDAY 25 OCTOBER 2005

2.00pm - **Just Culture: Arts and Social Change**
5.00pm **Delacombe Room, Hilton on the Park**
A symposium hosted by The Cultural Development Network & Community and Social Planners Network.
For further details and registration for this event [CLICK HERE](#).
Places are limited so register early to avoid disappointment.
Enquiries to:
Kim Dunphy, Cultural Development Network: 03 9658 9976 kimdun@melbourne.vic.gov.au
Clare Murrell at CASPN/Victorian Local Governance Association on: 03 9347 2233 clare@vlga.org.au

5.30pm - **LGCSAA National Conference - Welcome Reception**
7.00pm **The Portico Room, Melbourne Town Hall,
Swanston Street, Melbourne**
Proudly hosted and sponsored by the City of Melbourne



WEDNESDAY 26 OCTOBER 2005

8.00am **Registration & Coffee**

9.00am **Welcome & Opening Address**
Jenny Merkus, President LGCSAA
Cr Paul Bell, President ALGA
Joy Murphy, Senior Elder of the Wurrundjeri People
The Hon Sussan Ley MP, Parliamentary Secretary for Children and Youth Affairs

9.30am **Keynote Address**
“Australia: A Land of Journeys, A Community of Cultures”
Arnold Zable
Writer, educator and human rights advocate

10.15am **Plenary Address**
“Human Rights: Is Australia the Frozen Continent”
Professor Hilary Charlesworth
Regulatory Institutions Network, Research School of Social Sciences,
Professor of International Law & Human Rights, Australian National University

11.00am **Morning Tea**

11.30am **Just Communities Panel: Indigenous Issues**
An examination of issues, challenges and remedies presented by panel members:
Nicole Watson, Research Fellow, Jumbunna IHOL, University of Technology Sydney
Joy Murphy, Senior Elder of the Wurrundjeri People
Mary Graham, Consultant in Aboriginal Community Development
Sean Brennan, Gilbert + Tobin Centre of Public Law, UNSW
Case Study:
“Karna Tappa Iri Regional Agreement 2005-2008: Heritage Culture Business Development”
Presented by: **Paul Tulloch**, City of Onkaparinga & **Lynette Crocker**, Karna Heritage Board

1.00pm **Lunch**

2.00pm

Concurrent Forum Sessions (select one of A to E)

Session A Community Planning

Symposium presented by:

- **Elleni Bereded & Robyn Broadbent, Victoria University**
Migrant Regional Relocation in Victoria: an Interesting Case
- **Paul O'Brien, Warrnambool City Council, Vic**
Migration to Warrnambool Project
- **Kathy Brackett & Nanette Mitchell, City of Melbourne, Vic**
City of Melbourne's Social Planning Framework Three Years On: Lessons Learnt
- **Jan Barrett, Municipal Association of Victoria**
Municipal Early Years Plans – evidence based planning with local, state and national impact

Session B Health, Leisure & Wellbeing

Symposium presented by:

- **Linda Campbell, Shellharbour City Council, NSW**
Good Neighbour Project
- **Deb Sanders & Tony Barnden, Fairfield City Council, NSW**
The Fairfield State of Community Report

Session C Democracy & Rights

Symposium presented by:

- **Liz Collyer, Marrickville Council, NSW**
StAMP Mentoring Program – a community strengthening strategy for people who have been in prison
- **Cr Gary Jungwirth, Hume City Council, Vic**
Hume City's Social Justice Charter and Bill of Rights
- **Banyule City Council, Vic**
Just Young People
- **Kathy Landvogt, Good Shepherd Youth & Family Services**
Come from the Shadows: Active Citizenship in Community Based Groups

Session D Cultural Vitality

Symposium presented by:

- **Regional Arts Australia**
Strengthening Cultural Communities in Australia
*Proudly sponsored by the Department of Communications,
Information Technology & the Arts*



Session E Community Strengthening

Symposium presented by:

- **Institute of Community Engagement and Policy Alternatives, Victoria University**
Sue West, Carolyn Atkins, Clare Murrell:
Learnings from Community Strengthening in Victoria
- Project Team:**
The Victorian Community Indicators Project
- **Moreland City Council, Victoria**
Community Strengthening Case Study

3.30pm

Afternoon Tea

4.00pm

Just Communities Panel: Human Rights and Justice

Plenary Address:

Julian W.K. Burnside Q.C.

Panel:

Cr Paul Bell, President ALGA

Jenny Merkus, President LGCSAA

Graham Sansom, Associate Professor & Director, UTS Centre for Local Government

5.00pm

Close

THURSDAY 27 OCTOBER 2005

- 8.00am **Registration & Coffee**
- 9.00am **Keynote Address**
“Building Trust: Initiatives and Experiences from the Office of Citizens and Civics”
Dr Christina Gilgren
Director Citizens & Civics Unit,
Department of the Premier and Cabinet, Government of Western Australia
- 10.00am **Morning Tea**
- 10.30am **Plenary Address**
“Local Governance for a New Century: Challenges for Councils and Communities”
Graham Sansom
Associate Professor & Director, UTS Centre for Local Government

- 11.15am **Plenary Address**
“Innovation in Community Engagement”
Dr Lyn Carson
Senior Lecturer in Applied Politics, Faculty of Economics and Business, University of Sydney

- 12.15pm **Q & A Session**
This session will provide the opportunity for delegates to pose questions to guest speakers

- 1.00pm **Lunch**

- 2.00pm **Just Communities Panel: Local Community Engagement**
Facilitated and sponsored by the Department of Family and Community Services, the session will focus on community building, active participation and building social capital



Australian Government
Department of Family and
Community Services

- 3.00pm **Afternoon Tea**

- 3.30pm **Concurrent Forum Sessions (select one of F to J)**

Session F Community Engagement

Learning incubator presented by:

- **Desley Renton, Local Government Association of Queensland & Max Hardy, Twyford Consulting**
Community Engagement Framework

Session G Health, Leisure & Wellbeing

Symposium presented by:

- **Linda Campbell, Shellharbour City Council, NSW**
Making Men Matter: Right Time, Right Place, Right Strategy & Fingers Crossed
- **Martin Hawson and Mark Jenkins, Mildura Rural City Council, Vic**
Park for Play: Building a Community
- **Ian McShane, Institute for Social Research, Swinburne University**
Social Value and Community Facilities

Session H Democracy & Rights - Community Empowerment and Community Wellbeing

Symposium presented by:

- **LGCSAA and UTS**
Local Democracy and Community Wellbeing National Network Good Practice Proposal

Session I Cultural Vitality/Diversity

Symposium presented by:

- **Richard Holt, City of Port Phillip, Vic**
Mainstreaming Cultural Vitality
- **Perla Protacio, Wyndham City Council, Vic**
Council Departments Working Together: Wyndham's Cultural Diversity & Action Plan
Celebrating Cultural Diversity in Wyndham

Session J Council Strengthening

Learning incubator presented by:

- **City of Port Phillip, Vic**
Seeing like the community: exploring creative ways of engaging the community

7.00pm **Pre-Dinner Drinks**
Upper Foyer, Hilton on the Park
Proudly sponsored by Smart Connection Company



7.30pm **Conference Dinner**
Ballroom, Hilton on the Park
Take the opportunity to catch up with friends and colleagues and enjoy the music of the Brian Fitzgerald Band

FRIDAY 28 OCTOBER 2005

8.00am **Registration & Coffee**

9.00am **Keynote Address**
“Marrying Economics and Community Development”
Evan Thornley

10.00am **Plenary Address**
“Community & Cultural Development”
Deborah Mills

10.45am **Morning Tea**

11.15am **Just Communities Panel: Health, Leisure & Well-being**
An examination of issues, challenges and remedies presented by panel members:
• **Peter Lindwall, Townsville City Council, QLD**
Local Government working alongside the Community Housing sector for affordable housing
• **Martin Sheppard, Smart Connection Company, Vic**
Leisure Builds the Bridges from Individual to Community
• **Kate Copeland, Queensland Health**
Getting Health on the Map
• **Patti Manolis, Maribyrnong City Council, Vic**
Libraries Building Communities

12.30pm **Jenny Slade Scholarship Announcement**
The Jenny Slade Scholarship Trust Fund is awarding a scholarship of up to \$4,000 to enable the recipient to undertake further education, attend a conference or forum, undertake a study tour or participate in an officer exchange program.
The scholarship is in memory and recognition of the contribution of Jenny Slade to innovation and the advancement of networks within local government community services. Jenny was Manager of Community Services in Springvale, Victoria from 1984 until her untimely death in 1990. The scholarship is funded by donations.

12.40pm **Closing Address**

1.00pm **Lunch**

Keynote Speakers



Arnold Zable

Arnold Zable is an award winning writer, storyteller, educator, and human rights advocate. Formerly a lecturer in the Arts Faculty in Melbourne University, Zable has worked in the USA, Papua New Guinea, China, and many parts of Europe and Southeast Asia. He is the author of seven books including, “Jewels and Ashes” (1991) depicting his journey to Poland to trace his Ancestry, “Café Scheherazade” (2001) contemplating the lives of former refugees and displaced peoples and “The Fig Tree” (2002) a book of true stories set in Greece, Eastern Europe, inner Melbourne and outback Australia. His new novel, “Scraps of Heaven”, (2004) is set in the immigrant community of post-war Carlton. Zable is the author of numerous feature articles, columns, short stories and was a co-writer of the play “Kan Yama Kan”. Zable writes and speaks about memory and history, displacement and the multiplicity of cultures within Australia. He has been a visiting lecturer at Deakin, Melbourne, Monash, RMIT and La Trobe Universities, and is currently a writer-in-residence at Victoria University.



Professor Hilary Charlesworth

Hilary Charlesworth is Professor in the Regulatory Institutions Network in the Research School of Social Sciences and Professor of International Law and Human Rights in the Law Faculty, ANU. She was awarded a Federation Fellowship by the Australian Research Council in 2005. Her research interests are in theories of international law, human rights law and democracy promotion. She chaired the ACT government’s consultation on the introduction of a bill of rights. She has taught at the Universities of Melbourne and Adelaide and has been a visiting professor at Washington & Lee School of Law, Harvard Law School and New York University Global Law School. In January 2005, she was the 24th Wayne Morse Professor at the University of Oregon.



Julian W.K. Burnside QC

Julian Burnside has been a practising barrister since 1976 and in 1989 was appointed Queen’s Counsel. Over the years, he has acted as counsel in an extensive range of high profile cases. Some of his most notable human rights and justice cases have included Woomera escapees, Tampa asylum seekers and issues relating to aboriginal genocide. Julian is actively involved in teaching advocacy throughout Australia, Singapore, England and Scotland. He was the architect of “From Nothing to Zero” a book of letters written by asylum seekers in Australia’s detention centres, published by Lonely Planet in 2003 and is the author of *Wordwatching* (published in 2004). His support for the arts in Australia has seen him become actively involved in chairing and participating in various arts related not for profit organisations. He has been awarded three honorary doctorates from Australian universities and in 2004 was elected a Living National Treasure by the National Trust of Australia.



Dr Christina Gilgren

Dr Christina Gilgren took up the position of Director of the Citizens and Civics Unit within the Department of the Premier and Cabinet following the elevation of the Citizenship portfolio in February 2001. She has worked internationally and has extensive experience with issues of citizenship and democracy, community engagement and consultation, and multiculturalism. Christina holds a PhD in the area of citizenship, and in 1998 secured a highly competitive “Visiting Scholar” bursary to Aalborg University in Denmark working on European Union Citizenship and presenting her work to the European Commission. Christina was also candidate to the constitutional convention in the republican referendum in 1998-9 and has sat as a member of the Equal Opportunity Tribunal in Western Australia. In her current role as Director of the Citizens and Civics Unit Christina was instrumental in developing the Western Australian Citizenship Strategy. Her energies are now directed towards implementing the many initiatives outlined in the strategy for promoting active citizenship and good governance.



Graham Sansom

Graham Sansom is Associate Professor and Director of the UTS Centre for Local Government, based in Sydney, Australia. Graham has over 30 years experience in local and State government, tertiary education and consultancy. He has been a senior manager with local Councils, a Regional Organisation of Councils and State agencies in New South Wales and Western Australia. During the period 1992-94 Graham worked with the Australian Local Government Association on the Integrated Local Area Planning project. From 1994 to 1998 he was the Association’s Chief Executive Officer, representing local government on the Council of Australian Governments, the Local Government Ministers Conference and a number of other ministerial councils and intergovernment committees. At UTS, Graham has focused on the developing role of local government and the need for improved strategic and corporate planning. He has also undertaken a number of projects for the United Nations and other international agencies across south-east Asia and in South Africa. Currently he is preparing a new professional development program on community planning.



Dr Lyn Carson

Lyn Carson was a local government representative with a regional council (Lismore City Council) from 1991 to 1995. During that time she developed a particular interest in participatory techniques that can capture voices that are missing from typical community consultation processes. She is now experienced with the design and coordination of public deliberation methods that are highly representative of the entire population. She has been commissioned by state planning authorities to write various handbooks on innovative consultation methods. She has also participated in many examples of active democracy and maintains an active democracy website. Her doctoral thesis, “How do decision makers in local government respond to public participation?” (1996) was completed while serving as a local government councillor. Dr Carson now draws on her local government experience to design and conduct consultation processes. As a senior lecturer with the School of Economics and Political Science, University of Sydney, she teaches undergraduate and postgraduate courses about public participation in decision making and continues to conduct local and international research into aspects of deliberative governance and public engagement.



Evan Thornley

Evan Thornley and Tracey Ellery co-founded internet search company LookSmart in October, 1995. Evan served as CEO from 1995 to October 2002 and Chair of the Board from inception until retiring in July, 2004. UPSIDE, the US Venture Capital magazine, named Evan one of the 100 most influential people in the digital world in its UPSIDE Elite 100 list and he is listed in Forbes’ America’s Most Powerful People. Prior to LookSmart, Evan was a management consultant with McKinsey & Company in their New York, Kuala Lumpur and Melbourne offices. He has degrees in Law and Commerce from the University of Melbourne. Apart from Chairing the LookSmart Board of Directors, Evan is active in business, education, the community sector and public policy. He is currently proprietor, with partner Tracey Ellery, of Pluto Press Australia – Australia’s premier social issues book publisher whose recent titles included Richard Florida’s “Rise of the Creative Class” and Scott Page’s “The Barefoot Investor”; a member of the Council of The University of Melbourne and its Finance Committee; a member of the Board of Directors of The Brotherhood of St Laurence; a Board member of the ALP’s Chifley Research Centre; and, a Director of Research of the Australian Fabian Society and a member of the National Executive.



Deborah Mills

Deborah Mills has thirty years experience in community and cultural development. She has worked for local, state and federal governments and in the not-for-profit sector. She has extensive experience in social and cultural policy and is the co-author (with Paul Brown) of a recent book “Art and Wellbeing”. This book explores the policy connections between community arts, sustainability and wellbeing. In particular, the book highlights ways in which community arts can resolve some of the challenges in achieving sustainability.



Australian Government
**Department of Family and
Community Services**

Principal Sponsor
LGCSAA National Conference

The Australian Government Department of Family and Community Services (FaCS) provides policies, income support and assistance for families and their children, senior citizens, people with disabilities, carers and community groups. The Office for Women provides policies and programs for women.



FaCS' Purpose:

Improving the lives of Australians by helping to build the capacity and well-being of individuals, families and communities.

FaCS' Outcomes:

An integrated social support system

Services and assistance that: promote a forward-looking social support system based on sound policy, effective social coalitions and partnerships; and help to build the capacity and well-being of individuals, families and communities.

Greater self-reliance and engagement for those in need through shared responsibility, practical support and help with housing

Services and assistance that: support Indigenous families and communities and help homeless people and low-income households to gain affordable and appropriate housing.

Seniors, people with disabilities, carers, youth and women are supported, recognised and encouraged to participate in the community

Services and assistance that: help people to participate actively in community and economic life; access a responsive and sustainable safety net; and develop their capabilities.

Families and children have choices and opportunities

Services and assistance that: help children have the best possible start to life; promote healthy family relationships; help families adapt to changing economic and social circumstances and take an active part in the community.

Strong and resilient communities

Services and assistance that: promote community partnerships and encourage participation in the local community by individuals, families, business and government.

For further information visit www.facs.gov.au

General Information

REGISTRATION

Delegates can register via the Registration Form [CLICK HERE](#).

Please note a separate registration is required for the Just Culture: Arts and Social Change symposium [CLICK HERE](#)

Registration Options:

- Full Conference Registration (3 days) \$730 including GST
- Day Registration \$260 including GST
- Pre Dinner Drinks & Conference Dinner \$120 including GST

Full Conference Registration includes:

- Welcome Reception Tuesday 25 October 2005
- Presentations & Workshops (3 days)
- Morning teas, lunches, afternoon teas (3 days)
- Program and access to conference papers

EARLY BIRD REGISTRATION

Register for the LGCSAA National Conference before 5.00pm on Friday, 9 September 2005 and enter the draw for an LGCSAA “Gift Package”. The winning entry will be drawn at the Conference Dinner on Thursday 27 October 2005.

REGISTRATION CONFIRMATION

Following receipt of your Registration Form a confirmation letter will be forwarded to you. However, those delegates registering within five (5) working days of the event will receive their confirmation advice on site at the Conference.

THE VENUE

Hilton on the Park – Melbourne offers commanding views over the revered Melbourne Cricket Ground, Melbourne Park Tennis Centre, Fitzroy Gardens and the beautiful tree lined streets of East Melbourne. Melbourne’s down town shopping, entertainment and business districts are only a short stroll through Fitzroy Gardens or a picturesque tram ride along one of the many routes which criss-cross the city.

ACCOMMODATION AND AIRFARES

Accommodation is available to conference delegates at the conference venue, Hilton on the Park Melbourne, at a special rate of \$160.00 per night (Hilton Guest Room sgl/dbl/twin room only) including GST. Reservations can be made directly with the Hilton on (03) 9412 3144 or (03) 9419 2000 (inform reservations you are a delegate with the LGCSAA Conference) or via the Accommodation Booking Form available to download [CLICK HERE](#) or from LGPro Ph: (03) 9686 3833. Please note early booking is recommended.

Hilton on the Park – Melbourne
192 Wellington Parade
East Melbourne Vic 3002
Telephone: (03) 9419 2000
Facsimile: (03) 9419 2001
Email: info_melbourne@hilton.com

For other accommodation options, best available airfare of the day for delegates of the LGCSAA National conference, and online booking services via The Lido Group [CLICK HERE](#) or download an Accommodation & Flight Request Form [CLICK HERE](#).

CANCELLATIONS

An administration fee of 10% will be deducted from any refund payable due to cancellation prior to 11 October 2005. No refunds for cancellations after 11 October 2005 will be made. However, a substitute delegate is welcome. All cancellations and substitutes must be faxed in writing to LGPro on (03) 9690 4217. We reserve the right to defer, amend or cancel the program.

PARKING

Secure parking is available beneath the Hilton on the Park with access for approx. 100 cars. The rate is \$5.00 per hour with a maximum of \$15.00 per day for delegates. Hotel guests are charged \$12.00 per day (current at date of publication).

PUBLIC TRANSPORT

Trains operate via the Epping and Hurstbridge lines to Jolimont Station, located opposite the Hilton on the Park Hotel. Parliament Station, a 10 minute stroll from the Hotel through the Fitzroy Gardens, is accessible by all lines. Tram services (Routes 48 & 75) stop in Wellington Parade just outside Hilton on the Park. For further public transport information visit www.metlinkmelbourne.com.au

SPECIAL REQUIREMENTS

Delegates with specific requirements such as prescribed medical diets are asked to advise the details on the Registration Form. Where possible, all necessary arrangements will be made to cater for your needs.

ENQUIRIES

All enquiries regarding the conference to be directed to LGPro at:

Phone: (03) 9686 3833
Fax: (03) 9690 4217
Email: info@lgpro.com



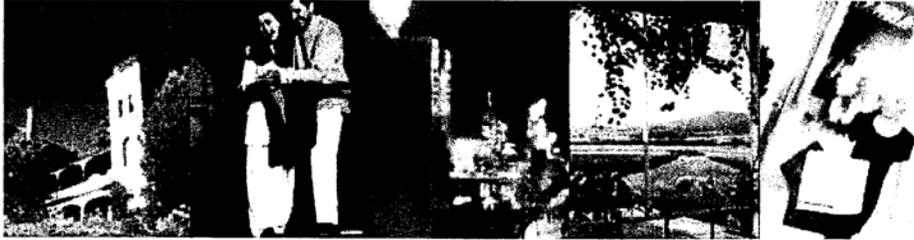
Visiting Melbourne

What will you find in the city?

For all the latest information on what's happening in Melbourne city –
events, dining, attractions, arts & culture
visit www.that'smelbourne.com.au

Visiting Victoria?

To find a wealth of information for those interested in experiencing Victoria
visit www.visitvictoria.com.au



LGCSAA gratefully acknowledges the support of

PRINCIPAL SPONSOR



Australian Government
Department of Family and
Community Services

SUPPORTING SPONSORS



Australian Government
Department of Communications,
Information Technology and the Arts



Australian Government
Department of Transport and
Regional Services



The Cultural Development Network is proud to be a partner to the Conference



Just? JUST COMMUNITIES

LOCAL GOVERNMENT COMMUNITY SERVICES
ASSOCIATION OF AUSTRALIA
NATIONAL CONFERENCE

REGISTRATION FORM

Tuesday 25 - Friday 28 October 2005
Hilton on the Park, 192 Wellington Parade, Melbourne

Name: _____ Organisation: _____

Address: _____

Tel: _____ Fax: _____ Email: _____

Special Dietary/Mobility Requirements: _____

PLEASE NOTE: ONLY ONE DELEGATE PER REGISTRATION FORM.

REGISTRATION OPTIONS:

| | Please tick | Cost Inc. GST |
|---|-------------|---------------|
| Full Conference Registration (Does not include Conference Dinner Thursday 27 October) Conference Day Program – Wednesday 26 October Conference Day Program – Thursday 27 October Conference Day Program – Friday 28 October Plus Welcome Reception – Tuesday 25 October <i>please tick if attending</i> <input type="checkbox"/> | | \$730.00 |
| Two Day Registration <i>Please indicate any two of the following days:</i> Conference Days: Wednesday 26 <input type="checkbox"/> Thursday 27 <input type="checkbox"/> Friday 28 <input type="checkbox"/> | | \$520.00 |
| One Day Registration <i>Please indicate any one of the following days:</i> Conference Days: Wednesday 26 <input type="checkbox"/> Thursday 27 <input type="checkbox"/> Friday 28 <input type="checkbox"/> | | \$260.00 |
| Welcome Reception <i>Please tick if attending</i> Tuesday 25 October | | N/A |
| Conference Dinner (includes Pre-Dinner Drinks) Thursday 27 October | | \$120.00 |
| TOTAL REGISTRATION FEE | | |



For any queries regarding Registrations,
please contact Local Government Professionals Inc.,
PO Box 409, South Melbourne VIC 3205
Tel (03) 9686 3833 Fax (03) 9690 4217



SESSION SELECTIONS FOR INTERACTIVE FORUMS:

If you have selected to attend Wednesday or Thursday, please indicate from 1-5 your concurrent session preference:

Wednesday 26th October 2005 2:00 – 3:30pm

A Community Planning. **B** Health, Leisure & Wellbeing. **C** Democracy & Rights. **D** Cultural Vitality. **E** Community Strengthening.

Thursday 27th October 2005 3:30 – 5:00pm

F Community Engagement. **G** Health, Leisure & Wellbeing. **H** Democracy & Rights. **I** Cultural Vitality/Diversity. **J** Council Strengthening.

IMPORTANT REGISTRATION INFORMATION

1. Only one Delegate per Registration Form.
2. No substitution of delegates is permitted, except as per the Cancellation Policy (Point 3).
3. **Cancellation Policy** – An administration fee of 10% will be deducted from any refund due to cancellation prior to 11 October 2005. **No refunds for cancellation after 11 October 2005.** However a substitute delegate is welcome. All cancellations and substitutes must be faxed in writing to LGPro on (03) 9690 4217. We reserve the right to defer, amend or cancel the program.
4. **Early Bird Bonus!** Register for the LGCSAA National Conference before 5:00pm on Friday 9 September 2005 and enter the draw for an LGCSAA “Gift Package”. The winning entry will be drawn at the Conference Dinner on Thursday 27 October 2005.

This Registration Form is a Tax Invoice for GST when you make payment

ABN 74 723 619 392
Tax Invoice – 25 July 2005

Payment Method

Cheque payment: I enclose a cheque for \$ _____ (Payable to Local Government Professionals Inc.)

Please debit my: BANKCARD MASTERCARD VISA

Card Number:

Amount: \$ Card Expiry Date:

Card Holder's Name: _____ Card Holder's Signature: _____

Return Registration to Local Government Professionals Inc.,
PO Box 409, South Melbourne VIC 3205 Tel (03) 9686 3833 Fax (03) 9690 4217





BUSINESS PLAN

2005/06

TABLE OF CONTENTS

| | | |
|-----------|--|-----------|
| 1. | Mission | 2 |
| 2. | Goals | 2 |
| 3. | Operational Management | 3 |
| 4. | Financial Management | 5 |
| 5. | Human Resource Management | 7 |
| 6. | Marketing Plan | 10 |
| 7. | Future Development | 17 |
| 8. | Appendices | 19 |

1. MISSION

Our mission is to provide an enjoyable experience and quality service to every patron who visits the Armadale Aquatic Centre during the 2005/06 summer season. We aim to encourage as many people as possible to take advantage of the facilities and activities on offer at the Centre.

2. GOALS

To provide quality service to every person who either visits or makes contact with the Centre during the year.

To provide a welcoming and friendly environment for patrons to enjoy their visit to the Centre.

To provide a high level of safety and supervision for the duration of the pool season, and minimise the risk of accidents or injuries.

4. To increase seasonal attendance from 160,856 in 2004/05 season to 175,000 in 2005/06.

5. To utilise the data from the Needs Assessment and Feasibility Study to continually improve the efficiency and viability of the Centre.

3. *OPERATIONAL MANAGEMENT*

3.1 Management Structure

The management structure of the Armadale Aquatic Centre is illustrated below:



Key: Staff Abbreviations

MRS: Manager, Recreation Services

ACM: Aquatic Centre Manager

HR: Human Resources

PM: Manager, Property Services

IT: Information Technology

PRC: Public Relations Coordinator

YDO: Youth Development Officer

3.2 Hours of Operation

10 October 2005 – 30 April 2006

Monday - Friday

6 am - 8 pm

Weekends & Public Holidays

Sat: 7 am - 8 pm

Sun & Pub Hols: 9 am - 8 pm

Closed: Christmas Day and Good Friday

3.3 Safety and Supervision

Objective

Maintain the Centre's facilities in a safe condition at all times, so as to minimise the risk of accidents and injuries and uphold the City's duty of care.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|----------|------------------------------------|---------|
| 1. Implement and adhere to the Centre's Risk Management Strategy. | Ongoing | MRS ACM | WER |
| 2. Ensure ongoing adherence to the incident reporting system and ensure follow ups are carried out. | Ongoing | All Centre Staff | WER |
| 3. Undertake an official Safety Audit of the Centre's facilities and management practices | Feb 2006 | Royal Life Saving Society | 1,000 |
| 4. Implement vehicular and internal after hours security patrols of the Centre | Oct 05 | MRS | 4,000 |

| | | | |
|---|--------|-----|-------|
| 5. Engage static security guards for patrolling the centre and car park during opening hours when large crowds are expected | Oct 05 | MRS | 6,000 |
| * N/A - Not applicable ** WER – Within Existing Resources | | | |

Performance Measures

- The number, type and impact of incidents that occur during the season.
- The number of times the police and security are called to attend incidents at the Centre.
- Acceptable results from the Safety Audit.

4. *FINANCIAL MANAGEMENT*

Objective

To achieve the revenue forecasts predicted in the Centre’s operating budget and maintain expenditure within the Centre’s capital and operating budget.

Operating Income and Expenditure budget for 2005-06

| 1 Revenue | |
|------------------------------------|--------|
| School Admissions | 84,168 |
| Kiosk Sales | 80,032 |
| Casual Admissions - Adults | 46,323 |
| Casual Admissions - Children | 46,323 |
| Program Activities | 27,401 |
| Casual Admissions - Family | 26,367 |
| Concession Books - Children | 14,786 |
| Concession Admissions - Seniors | 12,615 |
| Concession Admissions - Spectators | 10,547 |
| Concession Books - Adults | 7,341 |

| | |
|------------------------------|----------------|
| Sales Swimming Aids | 3,205 |
| Pool Subsidy | 3,000 |
| Equipment Hire | 3,205 |
| Blue Phone | 1,344 |
| Sundry Income | 827 |
| Hire of Meeting Room | 414 |
| Lost Property Collection Fee | 103 |
| Total(Revenue) | 368,001 |

| | |
|-------------------------------|---------|
| Expenditure | |
| Operational | |
| Salaries | 228,500 |
| SGC Superannuation | 18,095 |
| Vol Superannuation | 2,068 |
| Staff Medicals | 1,654 |
| Staff Uniforms | 2,792 |
| Vehicle Operating | 310 |
| Insurance | 4,239 |
| Compensation Premium | 7,031 |
| Telephone | 2,688 |
| Blue Phone | 1,965 |
| Sundry Expenses | 2,068 |
| Sundry Office Expenses | 2,068 |
| Advertising | 6,514 |
| Program Activities | 26,367 |
| Purchases Hire Play Equipment | 517 |
| Purchases Swimming Aids | 3,309 |
| Kiosk Expenses | 63,177 |
| WAWA Expenses | 19,543 |
| Electricity Expenses | 21,300 |
| Pool Heating Gas Expenses | 38,860 |
| Pool Maintenance | 5,460 |
| Plant Maintenance | 10,857 |
| Cleaning | 17,268 |
| Grounds Maintenance | 17,922 |
| Building Maintenance | 14,820 |
| Other Repairs & Maintenance | 15,820 |
| Vandal Damage | 10,547 |
| Security Expenses | 10,547 |

| | |
|-------------------|----------------|
| Chemicals | 10,443 |
| Sub Total | 566,749 |
| Capital | |
| Backwash Facility | 10,547 |
| Replace Fencing | 15,000 |
| Pool Blanket | 48,000 |
| Lane Ropes | 3,205 |
| Pool Cleaner | 13,028 |
| TOTAL | 656,529 |

Performance Measures

- Achievement of the financial objectives.

5. HUMAN RESOURCE MANAGEMENT

Objective 1

To recruit the best staff team possible in order to deliver high quality customer service and management of the centre.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|----------------|------------------|----------------|
| 1. Revise all position descriptions and salary levels to ensure they match all current objectives of the Centre and to attract quality applicants. | August 05 | MRS HR | N/A |
| 2. Implement a recruitment timetable so that all staff are appointed and have received induction training a week prior to the Centre's opening date | October 05 | HR MRS ACM | WER |
| * N/A - Not applicable ** WER – Within Existing Resources | | | |

Performance Measures

- Completion of the review of the positions description by the target date.
- Successful recruitment of the staffing team by the target date.

Objective 2

Ensure that all staff receives the appropriate training to enable them to carry out their work responsibilities in an efficient and professional manner.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|-----------|------------------|---------|
| 1. Implement a thorough staff induction-training programme for all staff covering all areas of the Centre’s operation and fulfilling the City’s responsibility to Occupational Health & Safety, Risk Management Policies and Customer Service | Oct 7, 05 | MRS ACM HR | WER |
| 2. Carry out a minimum of three refresher training sessions throughout the season to reinforce safety and operational procedures | Feb 06 | ACM | WER |
| * N/A - Not applicable ** WER – Within Existing Resources | | | |

Performance Measures

- Preparation of the staff training and induction checklist and schedule
- Implementation of the staff induction programme.
- Signed declarations from each staff member to be placed on their personal file stating their participation in the induction program.

- Annual performance reviews.
- The number of incidents or complaints regarding staff performance or conduct by customers.

Objective 3

For all staff to maintain high levels of personal presentation and to be easily identifiable by the customers.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|------------|-----------|------------|
| 1. Issue the Centre’s uniform to all staff and have them sign a declaration of issue and return. | Oct 05 | ACM | 1,800 |
| 2. Ensure that all staff wear the Centre’s uniform whilst on duty, and in accordance with the guidelines of the operational manual. | Ongoing | ACM | N/A |
| 3. Issue all staff with a name badge for security and improved customer service. | Oct 04 | MRS | 75 |
| * N/A - Not applicable | | | |
| ** WER – Within Existing Resources | | | |

Performance Measures

- * The number of occasions when staff do not meet the required standard in terms of personal presentation.
- * The number of customer complaints regarding staff personal presentation.

6. *MARKETING PLAN*

6.1 Market Research

Objectives

1. To determine the level of community awareness of the Armadale Aquatic Centre, its facilities and programmes.
2. To determine current visitation patterns of people within the catchment area.
3. To determine user perceptions and satisfaction levels in relation to current facilities, services and management of Armadale Aquatic Centre.
4. To assist with the identification of target markets for the introduction of new products and programs.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|--------------------|-----------------|----------------|
| 1. Utilise data from the Needs Assessment Study to identify the target market and the most successful aspects and programs of the Centre. | Sept 05 | MRS ACM | N/A |
| 2. Initiate two customer surveys to identify customer satisfaction levels and opportunities for new initiatives. | Dec 05, Feb 06, | ACM | N/A |
| 3. Encourage ongoing customer feedback via the provided customer feedback forms at the Centre. | Ongoing | All AC staff | N/A |

6.2 Market Mix

6.2.1 Price

Objectives

1. Maintain an affordable fee structure that encourages people to use the Centre and, at the same time, helps to maximise revenue.
2. Maintain flexibility with the pricing structure, to encourage use of the Centre during off-peak periods and special events

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|-----------------|------------|---------|
| 1. Review fee structure on an annual basis. | July 05 | MRS | N/A |
| 2. Offer discounts for occasional promotional days. | Oct – Dec 05- | ACM | WER |
| 3. Offer discount entry vouchers to measure advertising success. | Oct -Dec 05 | MRS | N/A |
| 4. Offer special price packaging for special events with the aqua tube lessee. | Oct 05 – Mar 06 | MRS ACM | WER |

6.2.2 Product

In the context of the Aquatic Centre, the product refers to the facilities, activities and programmes available to the community.

Objective 1

To maintain the presentation and function of the Centre at the highest possible standard within budget constraints.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|----------------|------------------|----------------|
| 1. Undertake an annual maintenance and capital works review. | April 06 | MRS PM ACM | N/A |
| 2. Implement the Centre’s adopted procedures for ongoing checking and monitoring of the Centre’s facilities, and ensure that maintenance is carried out in a timely fashion. | Ongoing | ACM | 40,000 |
| 3. Instil a sense of pride in the presentation of the Centre by all the staff and have this reflected in the thoroughness of the daily and spot cleaning procedures. | Ongoing | ACM | N/A |
| 4. Replace part of the perimeter fencing. | Oct 05 | MRS PM | 15,000 |
| 5. Investigate options and obtain cost estimates for a backwash water recycling facility. | Oct 05 | MRS PM | 1,000 |
| 6. Ongoing monitoring of the cleaning contract to ensure cleaning standards are | Ongoing | MRS ACM | 17,000 |

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|---------|--------|---------|
| maintained at a high level. | | | |
| 7. Implement a comprehensive grounds/garden maintenance schedule. | Aug 05 | MRS | 9,000 |

Objective 2

Expand existing programs by a minimum of 10% and investigate opportunities for introducing new activities/programs to the Centre.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|---|-----------------|-----------|---------|
| 1. Refine and revue Kiosk products for sale so as to maximise customer satisfaction and revenue. | Oct 05 | ACM | WER |
| 2. Widely promote birthday party packages for different age groups. | Oct 05 – Mar 06 | ACM | WER |
| 3. Increase attendances at the “Water Walkers” program by introducing two “Come & Try” days. | Oct – Nov 05 | ACM SO | WER |
| 4. Introduce group adult learn to swim programs. | Nov 05 | ACM | WER |
| 5. Increase promotion and attendances by at least 10% at Aquarobics and “Aqua Circuit for Seniors” | Nov 05 | ACM | WER |
| 6. Promote special event days with discount entry prices and additional products e.g. the aqua tube and | Oct 05 – Mar 06 | ACM | WER |

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|------------|------------|------------|
| kiosk. Including but not limited to: <ul style="list-style-type: none"> ▪ Family Days. ▪ Open/ dollar days. ▪ Blue light disco's and pool parties | | | |
| 7. In addition to the successful 'Slingshot Festival' conduct at least one new youth event/activity. | Feb 06 | ACM YDO | |
| 8. Investigate establishing non-traditional water space usage programs. <ul style="list-style-type: none"> ▪ Kayaking ▪ Scuba classes ▪ Underwater hockey | Nov 05 | ACM | WER |
| 9. Encourage staff to continually make suggestions or research other facilities for further product/program introduction. | Ongoing | ACM | N/A |

6.2.3 Promotion

Objective

Introduce a range of promotional strategies to increase seasonal attendances from 160,000 to 175 000.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|----------------|---------------|----------------|
| 1. Develop a new commercially printed colour brochure advertising all of the Centre's programs and opening times. | Oct 05 | MRS | 1,000 |
| 2. Review and update all promotional flyers and bookmarks for the Centre's activities and programmes. | Oct 05 | ACM | 500 |
| 3. Establish a static display promoting the Centre to be used in Council displays at Community Days and Events .e.g Minnowarra Festival. etc | Nov 05 | MRS | WER |
| 4. Target schools outside the City of Armadale, advising them of the services and facilities on offer at the Armadale Aquatic Centre. | Oct 05 | MRS ACM | N/A |
| 5. Develop a schedule for a series of media releases and feature advertisements in local newspapers to promote the Centre's programs and special events. | Oct 05 | MRS PRC | 1,200 |

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|-------------------|-----------|---------|
| 6. Promote the learn to swim programs, via direct mail out and school newsletters with the objective of increasing enrolments by 20%. | Oct 05 | MRS | WER |
| 7. Write to all playgroups, childcare and family centres, providing information about the Centre's programmes. | Oct 05 | MRS | N/A |
| 8. Direct mail outs to schools, promoting the Centre for end of year excursions. | Oct 05 | MRS | N/A |
| 9. Review and update information of the Centre on the City's web site. | Nov 05 | MRS IT | N/A |
| 10. Provide pre-recorded information to customers answering identified frequently asked questions via the telephone on-hold function. | Nov 05 | MRS | 1,000 |
| 11. Introduce and promote a series of promotional days or pricing packages to coincide with other calendar events including: ⇒ Seniors Week ⇒ Children's Week ⇒ Australia Day | As per event date | ACM | 1,000 |
| 12. Update internal signage promoting the Centre's programs. | Oct 05 | | 600 |

Performance Measures

- The number and type of promotional strategies used during the season.
- The number of new schools using the Centre.

- The total number of attendances at the various programmed activities.
- Total seasonal attendances.
- Feedback received from customers.
- The % increase of attendees in the Learn to Swim and other established programs.

7. FUTURE DEVELOPMENT

Objective

Implement capital improvements to the Centre as funded in Council's 2005/06 budget.

| STRATEGIES | BY WHEN | BY WHO | COST \$ |
|--|----------------|-------------------|----------------|
| 1. Purchase new pool blankets. | Oct 05 | MRS PM | 48,000 |
| 2. Investigate options and obtain cost estimates for a backwash recycle facility | Nov 05 | MRS | 1,000 |
| 3. Arrange partial replacement of perimeter fence | Nov 05 | MPS MRS ACM | 15,000 |
| 4. Arrange purchase of new pool cleaner & lane ropes | Nov 05 | ACM | 16,000 |

Performance Measures

- The completion of all funded projects items by the nominated timeframes.

APPENDIX 1 – Fee Schedule

The adopted Fee Schedule for 2005/06 is as follows:

| CATEGORY | Fee \$ |
|--|-----------|
| Casual Admissions | |
| Family (2 adults and up to 2 children) | 8.80 |
| Adults | 3.40 |
| Child under 2 | Free |
| Child 2 – 5 years | 1.20 |
| Child 6 – 15 | 2.30 |
| Pensioners/Seniors Card Holder (Aged, Service, Disability, Carer, Widow “B”, Sole Parent and Seniors Card holders) | |
| | 2.30 |
| Spectators Non swimming person attending School Swimming, Club Swimming and Swimming Lessons/Coaching | |
| | 1.50 |
| Concession Books | |
| Adults (10) | 2.80 |
| Adults (25) | 2.70 |
| Pensioners/Seniors (10) | 2.00 |
| Pensioners/Seniors (25) | 1.90 |
| Child (10) | 2.00 |
| Child (25) | 1.90 |
| Season Pass | |
| Adult | 165.00 |
| Child | 99.00 |
| Pensioners/Seniors | 99.00 |
| Council Staff | 99.00 |
| School Admissions | |
| General | 1.30 |
| School Carnivals Booking Fee (non refundable) | 75.00 |
| Half Day (9.00 am – 12.30pm) or (12.30 pm – 3.00 pm) or Twilight (4.00 pm – 7.00 pm) Minimum charge for up to 125 students | 150.00 |
| Students (over 125) | 1.30 |
| Teachers | Free |
| Spectators | 1.50 |
| All day (9.00 am – 3.00 pm) Minimum charge for up to 250 students | 300.00 |
| Students (over 250) | 1.30 |
| Teachers | |
| Spectators | 1.50 |
| Swimming Club Meets | |
| - officials and timekeepers (max 18) | Free |
| - spectators | 1.50 |
| After Hours Pool Hire | |
| - per hour to 11.00 pm or normal admission fees – whichever is greater | 150.00 |
| - bond | 300.00 |
| Swimming Classes/Lessons | |
| - Adults (includes entry) per lesson | 7.00 |
| - Child (includes entry) 10 lesson block | 66.00 |
| - One on one lessons (per half hour) | 20.00 |

| CATEGORY | Fee \$ |
|--|-----------|
| - Bronze Medallion (full course) | 150.00 |
| - Bronze Medallion (re qualification course) | 60.00 |
| Professional Coaching | |
| Exclusive coaching rights-per month | 300.00 |
| Aquarobics (includes entry) | 6.00 |
| Pensioners, seniors and season pass holders | 5.00 |
| Pool Meeting Room Hire Fees- | |
| - Community Groups per hour | 8.00 |
| - Commercial Activities per hour | 12.00 |
| - Swimming Club per season | 300.00 |
| Pool Equipment Hire Fees | |
| Ball Hire per hour | 2.00 |
| Raft Hire –per hour | 1.50 |
| per half hour | 1.00 |
| Sea Monster Ride | |
| - per 20 minute period | 1.50 |
| - group hire per hour | 33.00 |
| - Swimming Aids per use | 1.00 |
| Volleyball | |
| - registration fees | 5.00 |
| - game fee per person | 3.00 |
| - casual court hire per hour | 2.00 |
| Other | |
| Pay phone – per call | 0.50 |

Recreation Strategic Plan – Progress Report

Lifestyle and Community

Strategic Directions

- *Creating a quality lifestyle and a strong sense of community*
- *Recreation is an integral part of that lifestyle*
- *Promoting an active and healthy community*
- *Residents having access to a diverse range of recreation options*
- *Greater emphasis on providing opportunities for participation in casual, unstructured recreation activities*

Key Strategies

| Strategies | Status | Comment |
|--|---------------|---|
| 1. Working in partnership with the community to deliver an interesting and varied program of cultural events that brings the community together and promotes the image of the City. | Ongoing | Council’s highly successful Cultural Events Program continues to grow and improve. A review of the events program is scheduled for 2005-06. |

| | | |
|--|----------------------|--|
| <p>2. Investigate and report to Council on the cost and feasibility of conducting a major campaign in partnership with State and Federal Government agencies, to promote the benefits of local residents adopting a healthier lifestyle.</p> | <p>Not commenced</p> | <p>A grant application has been submitted to the WA Local Government Association seeking funding for the development of a Physical Activity Strategy for the City. Subject to the outcome of the application, this project will be a priority in 2005-06.</p> |
| <p>3. Continue to maintain a strong commitment to ongoing consultation with the community on recreation related matters and the changing needs of the community.</p> | <p>Ongoing</p> | <p>Council has consulted widely with the community on a range of issues relevant to recreation provision e.g. Concept Plan for redevelopment of former Kelmscott Pool site, Aquatic Facilities Needs Assessment and Feasibility Study, and various sporting issues.</p> |
| <p>4. In consultation with the Community Security Working Party, implement a range of strategies to improve security and perceptions of safety at recreation facilities throughout the City.</p> | <p>Ongoing</p> | <p>Partly addressed in Council’s Community Safety Plan (adopted in August 2005). The partnership with the PCYC at Armadale Arena has improved perceptions of safety at that facility and the use of a security guard on busy days has improved security and safety at Armadale Aquatic Centre.</p> |

| | | |
|---|----------------------|--|
| <p>5. In order to enhance its marketability and environmental focus, rename the AREDS program “Active in Armadale” and raise its awareness in the community.</p> | <p>Part complete</p> | <p>The program has been renamed and the Spring Family Bushwalks continue to be popular however, a major review and revamp of the balance of the program is yet to be undertaken due to resource constraints.</p> |
| <p>6. Provision of youth services and facilities to be an important priority for the next 5 year period, and the results of the Youth Recreation Needs Study be used to assist Council determine priority areas of need.</p> | <p>Ongoing</p> | <p>Progress has been achieved through the appointment of a dedicated Youth Officer and projects such as the Forrestdale Skate Park, Careers Expo and the Tollington Park 3 on 3 Basketball facility. Planning for skate facility in City Centre is currently underway.</p> |
| <p>7. Through the Seniors’ Interest Advisory Committee, continue to work in partnership with key stakeholders and members of the seniors’ community to identify recreation needs and facilitate participation in recreation activities wherever possible.</p> | <p>Ongoing</p> | <p>Programs such as Ready for Life and the Seniors Leadership Program have been highly successful in encouraging participation in various activities. The Seniors Centres continue to offer a range of activities for the over 50s demographic.</p> |

| | | |
|---|----------------|---|
| <p>8. Work through the Aboriginal and Torres Strait Islander Advisory Committee to establish and maintain partnerships with the local Aboriginal community and assist develop recreation programs and activities for the City’s Aboriginal residents.</p> | <p>Ongoing</p> | <p>Some positive work is occurring through the ATSIAC and support has been provided for activities such as Aboriginal sports carnivals, NAIDOC events, excursions and camps.</p> |
| <p>9. Work in partnership with agencies that provide recreation opportunities for people with disabilities and provide support wherever possible.</p> | <p>Ongoing</p> | <p>Partly addressed in the Disability Access and Inclusion Plan adopted by Council in May 2005. Council is assisting Southern Districts Support Association with its plans to expand and upgrade its premises, which will provide flow on benefits to people with disabilities.</p> |

Recreation Facilities and Infrastructure

Strategic Directions

- *Maintain existing facilities at a high standard*
- *Examine creative alternative uses for under utilised facilities*
- *Provide new and/or upgrade existing facilities where the need and feasibility is demonstrated*
- *Continue planning and secure investments in the Champion Lakes Recreation Park*
- *Continue planning and identify funding options for the new golf course on Armadale Road*
- *Expand the existing network of parks, cycle ways and trails*
- *Increase commitment to the management and restoration of bushland reserves*
- *Actively promote the development of a cinema and a performing arts facility in the City*

Key Strategies

| Strategies | Status | Comment |
|---|---------|---|
| 10. Progressively upgrade existing parks, recreation facilities and infrastructure by implementing Council’s 5-year capital works programs. | Ongoing | In recent years budget constraints have greatly restricted the number of development projects undertaken across the City. |

| Strategies | Status | Comment |
|---|----------------------|--|
| <p>11. Review 5-year capital works programs on an annual basis. Any new projects to be considered for inclusion in the programs subject to the need and feasibility being demonstrated, and funds being available.</p> | <p>Ongoing</p> | <p>5 Year Programs are presented for Council’s consideration as part of the budget process.</p> |
| <p>12. Develop a strategic recreation facilities plan that includes all major and strategic recreation facilities throughout the City</p> | <p>Not commenced</p> | <p>Yet to be undertaken due to resource constraints – rescheduled to 2005-06</p> |
| <p>13. Complete the staged program to upgrade and modernise the Armadale Recreation Centre.</p> | <p>Complete</p> | <p>The final stage of the upgrade was completed in August 2005. Further minor improvements to be considered as part of Council’s budget process.</p> |
| <p>14. Complete the upgrade of the Armadale-Kelmscott Seniors Centre.</p> | <p>Complete</p> | <p>Works completed earlier this year.</p> |

| | | |
|---|--------------------|--|
| <p>15. Finalise the Lease and Management Agreements between the City and the Armadale Police and Citizens Youth Club (PCYC) for the Armadale Recreation Centre, and facilitate a smooth transition to PCYC management.</p> | <p>Complete</p> | <p>New partnership with the PCYC commenced in July 2003.</p> |
| <p>16. Investigate the feasibility of leasing Bob Blackburn Pavilion to user groups.</p> | <p>Complete</p> | <p>Discussions have been held with user groups who have indicated that they are unable to commit to a lease at this point.</p> |
| <p>17. Develop a concept plan for the future use and development of Cross Park.</p> | <p>In progress</p> | <p>A report to February 2004 Community Services Committee recommended that \$6,000 be listed for budget consideration in 2004-05. Due to financial constraints funds have not been allocated for the proposed concept plan however, this matter will be addressed as part of the recently commenced Roleystone Place Plan.</p> |

| | | |
|---|-----------------------|---|
| <p>18. Investigate facility requirements for Armadale and Districts Rugby Club and report to Council.</p> | <p>In Progress</p> | <p>Initial reports have been presented to the Community Services Committee. A Discussion Paper was circulated to Councillors and a workshop was held in September 2005.</p> |
| <p>19. Continue to liaise with Carey Baptist College regarding the provision of shared use facilities at the College and generally promote the concept of shared use of school facilities throughout the City.</p> | <p>Ongoing</p> | <p>Ongoing discussions are occurring with Carey College and a proposal to develop shared use facilities at the College is soon to be presented for Council’s consideration.</p> |
| <p>20. Continue the staged assessment, consultation and implementation process identified to achieve rational open space provision as agreed by Council for the City’s Public Open Space Strategy.</p> | <p>In progress</p> | <p>The key elements of the Public Open Space Strategy have been incorporated in the draft Town Planning Scheme 4. Steps have been initiated to sell off surplus POS in two precincts.</p> |
| <p>21. Implement Council’s adopted strategy for provision of skate facilities within the City.</p> | <p>Part completed</p> | <p>The Forrestdale Skate Park was completed in December 2003. The proposed facility at Westfield is under review due problems with location. Planning for a facility in the central part of the City is currently underway.</p> |

| | | |
|---|----------------------|--|
| <p>22. In conjunction with a Parks Asset Management Plan, develop a strategy that identifies the level of development and maintenance of passive parks.</p> | <p>Not commenced</p> | <p>Yet to be undertaken due to resource constraints.</p> |
| <p>23. Develop a strategy for provision of playground equipment in the City in conjunction with the strategic recreation facilities plan.</p> | <p>In progress</p> | <p>A report was recently presented to the Technical Services Committee and a cross directorate internal project group has been formed to progress this matter. Scheduled for completion in 2006.</p> |
| <p>24. Increase financial support for management and restoration of bushland reserves, and to implement management plans.</p> | <p>Ongoing</p> | <p>Ongoing progress is being achieved but is subject to budget constraints</p> |
| <p>25. Prepare a program to enhance community appreciation of the natural environment and enhance community and individual involvement in biodiversity protection.</p> | <p>Not commenced</p> | <p>Yet to be undertaken due to resource constraints.</p> |

| | | |
|--|-----------------------|--|
| <p>26. Investigate and report to Council on opportunities to establish additional walk and/or bridle trails in bushland reserves, and trails which link bushland reserves.</p> | <p>Part completed</p> | <p>Partly addressed by the Strategic Trails Network Plan, which was adopted by Council in April 2005. Construction of any new trails is subject to budget constraints and the availability of grant funding.</p> |
| <p>27. Negotiate a lease or management agreement for Palomino Park equestrian facility.</p> | <p>Incomplete</p> | <p>Initial discussions have been held with the equestrian clubs and a draft agreement is being prepared.</p> |
| <p>28. In partnership with local tennis clubs, continue to maintain existing tennis court facilities at a good standard with court resurfacing to occur in accordance with Council’s 5-year program for Parks and Reserves.</p> | <p>Ongoing</p> | <p>Kelmscott Tennis courts resurfaced in February 2004. All courts are in reasonably good condition aside from the top courts at Roleystone. The Roleystone Tennis Club will shortly be submitting a proposal to resurface these courts.</p> |
| <p>29. In view of walking being the most popular outdoor recreational activity for local residents, provision and upgrading of footpaths and cycle ways be recognised as a high priority for Council over the next 5-year period.</p> | <p>Ongoing</p> | <p>The City’s pathway system is progressively being upgraded in accordance with the priorities determined by Council in the 5 Year Program.</p> |

| | | |
|---|-------------------|--|
| <p>30. In order to create a safe and more attractive pathway system that encourages people to take up walking as a low risk form of exercise, issues such as street scaping, appropriate lighting and opportunities for incorporating an artistic element be considered when constructing new or replacing existing paths.</p> | <p>Incomplete</p> | <p>Limited progress achieved due to financial and resource constraints.</p> |
| <p>31. Investigate the provision of recreational cycle ways, as opposed to dual use paths, when the City’s Bike Plan is next reviewed.</p> | <p>Incomplete</p> | <p>Subject to budget constraints</p> |
| <p>32. Provision of any new recreational facilities to be subject to a thorough needs assessment and feasibility analysis prior to receiving Council’s support.</p> | <p>Ongoing</p> | <p>Provision of any new or upgraded facilities is subject to this process e.g. Aquatic Facilities Needs Assessment and Feasibility Study</p> |

Aquatic Centres

Strategic Directions

- *Develop a strategy, both short term and medium to long term, for provision of aquatic facilities in the City.*

Key Strategies

| Strategies | Status | Comment |
|--|----------|---|
| 33. Prepare a major report that canvases options for future provision of aquatic facilities within the City. | Complete | Strategy adopted by Council in May 2003 |
| 34. Undertake a needs assessment and feasibility study to determine the viability of an indoor year-round aquatic centre. | Complete | The Feasibility Study was completed and presented to Council in May 2005. |
| 35. Progressively upgrade facilities at Armadale Aquatic Centre. | Ongoing | Modest improvements are made to the existing facilities, subject to budget constraints. |
| 36. Prepare a Marketing Plan that identifies a range of strategies for improved marketing of Council’s aquatic facilities. | Complete | The Marketing Plan has been incorporated into the centre’s annual Business Plan. |

Support

Strategic Directions

- *Develop and implement a range of strategies that help build the capacity of local clubs and community groups.*

Key Strategies

| Strategies | Status | Comment |
|--|---------|--|
| 37. Conduct bi-annual seminars and provide resource materials to local clubs and community groups to help them provide an improved service to their members. | Ongoing | Club development seminars held for the past two years with relatively low numbers attending. Resource materials provided to all clubs in the City. Next series of seminars to be held in 2006. |
| 38. Continue to offer professional advice, assistance with grant applications and general support to local clubs and community groups that provide recreation activities for the community. | Ongoing | Occurs on an ongoing basis |

| | | |
|---|--------------------|---|
| <p>39. Conduct an annual forum with local clubs and community groups to identify issues of concern and ways that Council might be able to offer support.</p> | <p>Incomplete</p> | <p>Yet to be undertaken due to resource constraints – rescheduled to 2005-06</p> |
| <p>40. Investigate opportunities for bulk insurance for local clubs and community groups.</p> | <p>In Progress</p> | <p>Discussions with the Dept of Sport & Recreation and “Active Alliance” have helped promote a state wide approach to this issue. A new insurance package for clubs was launched at the Active 2005 conference and will shortly be promoted to local clubs.</p> |
| <p>41. Provide assistance to at least (3) clubs or community groups per year to develop a Business Plan for their organization.</p> | <p>Ongoing</p> | <p>The Facilities Project Officer provided assistance to those clubs with debts owing to Council and the Manager Recreation Services is currently working with two local clubs to help them prepare Business Plans.</p> |

Communication

Strategic Direction

- *Improve communication with clubs, community groups and the wider community regarding recreation opportunities in the City.*

Key Strategies

| Strategies | Status | Comment |
|--|----------------|---|
| 42. Provide information on recreation facilities, programs, events and activities via the City’s web site. | Part completed | Web pages have been set up for Armadale Arena, Armadale Aquatic Centre and the Cultural Events Program. There is an opportunity to provide further promotional information on other recreation facilities available in the City |
| 43. Establish an email database of local clubs and community groups and use email to provide information on a range of recreation related matters. | In progress | Occurring as part of the major update of the Community Directory. |

| Strategies | Status | Comment |
|---|----------------|---|
| <p>44. Council to play a leading role facilitating local clubs and organisations getting on-line. Possible areas of involvement may include:</p> <ul style="list-style-type: none">➤ Conducting seminars that provide information, options and costs for clubs and groups considering going on-line;➤ Organising IT training sessions on a cost recovery basis. | Part completed | Many clubs have developed web pages and now have access to the internet. Information on a Lotteries Commission Equipment Grants Program was sent out to all clubs and a number took the opportunity to apply for funding to upgrade/purchase computers. |
| <p>45. Investigate the cost and feasibility of a recreation newsletter as a means of providing information and promoting recreation opportunities in the City.</p> | Incomplete | Discussion is occurring about the possibility of a Community Services Newsletter that provides information on matters of interest within each of the departments. |
| <p>46. In partnership with user groups, investigate opportunities to improve signage at Council facilities, and promote activities that are held at the various venues.</p> | Incomplete | Due to financial constraints funds were not allocated in Council’s budget for this strategy. |

Promotion

Strategic Directions

- *Review and improve the promotional program for the City’s recreation facilities, local clubs and organisations, activities and cultural events*

Key Strategies

| Strategies | Status | Comment |
|---|------------|---|
| 47. Develop a marketing plan that identifies a range of strategies to more effectively market the City’s recreation facilities, events and programmes | Incomplete | Yet to be undertaken due to resource constraints. |
| 48. Further develop and raise community awareness of the Active in Armadale Program | Incomplete | Yet to be undertaken due to resource constraints. |

Recreation Administration

Key Strategies

| Strategies | Status | Comment |
|--|------------|---|
| 49. Review fees and charges for recreation facilities, programs and events. | Complete | All fees are reviewed annually. |
| 50. Develop a grant and sponsorship strategy, which aims to maximise external funding for provision of recreation facilities, events and programs. | Complete | An in-house strategy was developed that identifies potential sponsors and grant opportunities. |
| 51. Develop a policy to assist Council to objectively consider all funding submissions from community groups and ensure that resources are directed to areas of most need. | Complete | This was addressed in the “Requests for Council Assistance” policy adopted by Council in April 2004 |
| 52. Develop a policy for the display of sponsorship signs at sporting reserves. | Incomplete | Yet to be undertaken due to resource constraints. |

| Strategies | Status | Comment |
|---|---------------|--|
| 53. Undertake an annual review of the Recreation Strategic Plan, with a major review to occur in 2007 | Part Complete | Progress reports presented to the Community Services in 2004 & 2005. |