

COMMUNITY SERVICES COMMITTEE

SUMMARY OF “A” ATTACHMENTS

23 AUGUST 2005

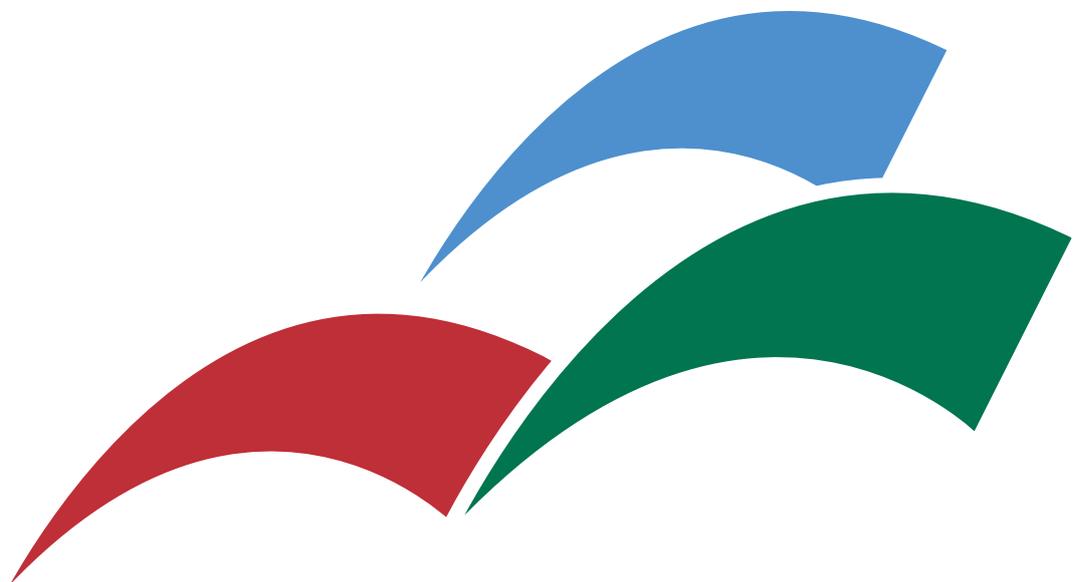
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D R A F T

ARMADALE COMMUNITY SAFETY PLAN

2005-2010

‘Keeping the City of Armadale a safe place to live, work, play and learn’



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1. Preamble

The Armadale Community Safety Plan:

- *Defines* Community safety as protecting people’s right to live in confidence and without fear for their own and others safety. This embraces a range of issues including crime prevention, injury prevention, emergency management, road safety and urban design
- *Values* a safer community in which residents and visitors are able to live, work, play and learn without the risk or fear of being injured or harmed as they go about their daily activities
- *Recognises* that crime and safety issues impact individuals, families, businesses and communities in a variety of settings, requiring a multifaceted community based approach to respond to current and emerging risks
- *Provides* a framework for the creation of safe environments in which safety aware individuals and organisations adopt community risk management behaviours, and develop positive crime prevention and safety cultures
- *Considers* that children and young people are entitled to special care and assistance through early intervention, crime prevention and other community safety programs designed to assist children, young people and families before problems manifest in adulthood
- *Supports* development of coordinated responses to community safety in which all members of the community have a responsibility and role in creating and promoting safe environments, adopting safe behaviours and supporting a safety culture
- *Acknowledges* there is a range of ways of working with people from diverse backgrounds. To this end the Plan supports safety strategies that are inclusive, holistic, and which embrace this diversity in age, culture and ethnicity
- *Recognises* the value of partnerships with Non government agencies, Local, State and Federal Governments, business, community groups and the broader community in providing, multi-layered approaches to developing quality communities through careful planning, maintaining attractive urban environments, building relationships, and providing access to opportunities to encourage safe and healthy communities
- *Supports* the many social dividends gained from the important role safety promotion has in building social capital, improving quality of life, preventing injury and crime prevention
- *Acknowledges* the economic dividends in presenting Armadale as a Safe Community, contributing to the macro and micro economies within the City, with its flow on effect in attracting further business investment, visitors and residents as well as opportunities for positive City promotion

2. Introduction

The Armadale Community Safety Plan (2005-2010) is both a strategic and practical document that will provide a framework for the Armadale Community Safety Advisory Committee (CSAC) activities relating to community safety over the next five years.

The goal of the Armadale Community Safety Plan is:

To identify and provide an informed guide for the Community Safety Advisory Committee to support safety actions within the City of Armadale which (when implemented) will maintain Armadale as a safe place to live, work, play and learn.

This will be achieved by detailing an effective strategic framework, including a whole of community and whole of government approach, to enhance and achieve safety and crime prevention within the City of Armadale.

The development of the Armadale Community Safety Plan (2005-2010) follows on from the City’s 2003-2004 Plan. The changes are summarised in the table below:

	Previous Plan		New Plan
1	Plan was developed prior to the Office of Crime Prevention (OCP) partnership	1	Revised strategy to incorporate in plan specific OCP funding streams
2	Had Crime Prevention focus	2	Holistic and integrated approach to community safety (crime prevention + community safety)
3	Did not fit Office of Crime Prevention (OCP) funding streams	3	Organic and inclusive approach to strategic planning- to build partnerships with agencies, community groups and community members
4	Inhibited other funding	4	Strategic positioning
5	No stated outcomes	5	Outcomes stated- to develop safer environments, increase crime prevention and safety awareness, improve the level of safety and feelings of safety and meet the World Health Organisations Safe Communities criteria
		6	Priorities for action

The Plan must be reflective of both perceived and actual safety concerns of the population’s every day activities thereby making the plan a true living document which can have community ownership.

3 Background

The City of Armadale has long recognised the collaborative role and importance of developing proactive measures in crime prevention and community safety. In June 1992, Council adopted the following principle in respect of its involvement in law and order;

‘Council acknowledges that matters of law and order cannot be wholly the responsibility of the Police Department, and other state agencies, and that the community and its local

government can take a complementary and assisting role within defined constraints to help make our district a safer place for the community to live, work and recreate’.

Since this time the City has developed a number of safety and crime prevention responses including the development of the Community Security Working Party (later to become Community Safety Advisory Committee) and the development of the City’s first Community Safety Plan (2003-2004).

3.1 Office of Crime Prevention Partnership

In line with changes to State policy on crime prevention, which saw new approaches to crime prevention, focussing on local government areas, the City was invited to sign a ‘Community Safety and Crime Prevention Partnership’ with the Office of Crime Prevention which was later ratified by Council in 2004. With a Community Safety Plan already developed, the City undertook the partnership with Office of Crime Prevention and, as envisaged by the agreement, Council developed a ‘Community Safety and Crime Prevention Plan’. The ‘Armadale Community Safety Plan 2005-10’ has utilised the initial work and anecdotal evidence in its original plan and with consultation amongst safety networks, developed organisations within the City of Armadale and Council’s coordinated response to progressing safety issues for the next 5 years.

The development of the Armadale Community Safety Plan (2005-2010) follows on from a range of local activities to address safety issues that have been undertaken in Armadale during the past seven years.

3.2 Safe Communities Program

In late 2004 in partnership with the Injury Control Council of Western Australia (ICCWA) the Council supported and hosted a series of discussion/working groups on community safety issues amongst residents and service providers and the Armadale Community Safety Planning Forum. Through this community consultation qualitative data was gathered. As a result of the working groups nine issues were identified as priority local concerns:

- Domestic Violence
- Alcohol and other drug use
- Road Safety
- Maintenance of local infrastructure e.g. roads and footpaths
- Railway system
- Safe Parks
- Suicide
- Lighting
- Media perceptions

3.3 Community Safety Advisory Committee (CSAC)

The CSAC was established in 1998. In 2004 the Terms of Reference were revised to include a broader representation on the Committee, including:

- WA Police Service
- Armadale Community Policing
- Armadale Neighbourhood Watch

- Department for Community Development
- Department of Education
- Department of Justice
- Armadale Health Service
- Armadale Youth Resources
- Department of Housing and Works
- Community Representative
- Aboriginal Community Representative
- Armadale Chamber of Commerce
- Senior's Interests
- Council

The purpose of CSAC is;

- To represent key stakeholder groups within the local community and identify key community safety and crime prevention issues through research and community consultation
- To engage and involve the community, Local Government, State Government agencies and non-government organisations in the Armadale Community Safety and Crime Prevention Partnership.

The key objectives of the CSAC are;

- To support and facilitate the development and implementation of a local Community Safety and Crime Prevention plan to prioritise community safety and crime prevention strategies for implementation.
- To recommend the allocation of funds towards prioritised community safety and crime prevention activities
- To monitor and evaluate the effectiveness of community safety and crime prevention activities.

3.4 Role of the Community Safety Advisory Committee (CSAC) and the Community Safety Network (CSN) in the Community Safety Plan

The CSAC have overseen the development of the Community Safety Plan (2005-2010). The CSAC has, along with council appointed officers, liaised with stakeholders in the development of this Plan, including the Office of Crime Prevention and held interim meetings with the broader Community Safety Network (CSN).

The CSN was established as a result of the development of the initial City of Armadale Safety plan in 2003. The CSN meets periodically to review what is happening in regard to safety issues in Armadale and to develop safety strategies in partnership within the network and with CSAC. The CSN involvement in the City of Armadale Community Safety Plan review has included regular meetings on the progress of the plan, input into the plan's goals and directions and participation in a survey on priorities of action. The network's role is ongoing in providing individual and cumulative expertise in contributing to the development of specific objectives to the priorities in the plan and its implementation through representative networks. A contact list has been established along with a recent Community Safety email newsletter that is designed to showcase and inform agency members of CSN of various safety initiatives within the City of Armadale.

4. Policy Context

The Armadale Community Safety Plan is aligned to Council’s vision of safety as identified in the Council Strategic Plan 2005-2009. Many of the identified actions already form part of Council’s integrated approach to community safety and are components of existing Council strategies or plans and involve Council taking a partnership approach. The Plan also incorporates and complements community safety principles from relevant State and Federal Government policy frameworks and the World Health Organisation’s (WHO) Safe Communities Program.

4.1 City of Armadale Strategic Plan 2005-2009

The City of Armadale Strategic plan sets out the Community values and a vision for the future development of the city in ‘Building our Community’ with the following aims related to community safety;

- Encouraging community participation and responsibility.
- Cultivating pride and ownership of the City’s direction.
- Fostering a supportive and caring community.
- Improving the overall well-being and safety of the community.

4.2 Links to Council Policies

In 1999, the City of Armadale developed a Community Security Discussion/Position Paper, which focussed on understanding crime prevention, developing a crime prevention strategy, the level of crime and police resources in Armadale, and local government’s role in crime prevention.

The Discussion paper made a series of recommendations that were adopted by resolution of Council on 3rd October 2000. In particular, the following recommendations have most informed Council’s approach to developing the Community Safety Plan priorities;

- 1. That Council acknowledge that whilst matters of law and order are predominantly the responsibility of the Police Department and other state agencies, that the community and its local government must take a complementary and assisting role to help make our district a safer place for the community to live, work and recreate.*
- 2. That Council, in addressing matters of safety and security do so from the broader perspective of community well-being.*
- 3. That Council adopt a holistic approach to community safety and well-being acknowledging that all sections of the organisation have an important, positive and continual role to play.*

The Armadale Community Safety Plan (2005-2010) further reflects the City of Armadale’s Strategic Plan 2005-2009 aims of ‘Improving the overall well being and safety of the community’. The inclusion of community safety principles in Council’s strategies and plans, demonstrates the City of Armadale Council’s commitment to taking a more holistic approach to community safety and making Armadale a safer place. Council recognises the need to work with the community in order to achieve these aims.

4.3 Partners in Community Safety

The way in which the City of Armadale will achieve a more holistic approach to community safety can be illustrated by the following diagram, Partners in Community Safety. These issues have been considered and prioritised in the development of this plan.



4.4 State and Federal Government Policy Frameworks

Armadale’s Community Safety Plan (2005-2010) aims to take a broad approach to crime prevention and community safety that recognises current local issues whilst acknowledging the priorities of the various levels of government, WA Police, local service providers and the local Armadale community. The initiatives and strategies developed by the State and Federal Governments contribute to the strategic direction of community safety at a local level.

The Armadale Community Safety Plan (2005-2010) complements the goals and priority actions included in the Western Australian Governments ‘*Preventing crime- State community safety and crime prevention strategy 2004*. The focus of this strategy has been developed around;

- Supporting Families, children and young people
- Strengthening Communities and revitalising neighbourhoods
- Targeting priority offences
- Reducing Repeat offending
- Designing out Crime and using technology

Other relevant State policies include:

- *WA Road Safety Strategy*
- *Women’s Safety Strategy*
- *WA Family and Domestic Violence Strategy*
- *WA Alcohol and Drug Strategy*
- *Public Health Policy*
- *Burglary Reduction Taskforce*

Relevant Federal Government policies include:

- *National Crime Prevention Program* – Priority issues for the program include: property crime, domestic and family violence, fear of crime, sexual violence and violence in indigenous communities
- *Partnerships Against Domestic Violence*; and the
- *Stronger Families and Communities Strategy*

World Health Organisation Safe Communities Indicators;

- *Infrastructure based on partnership and collaborations, governed by cross-sectional group that is responsible for safety promotion in their community;*
- *Long term, sustainable programs covering both genders and all ages, environment and situations;*
- *Programs that target high-risk groups and environments, and programs that promote safety for vulnerable groups;*
- *Programs that document the frequency and causes of injuries;*
- *Evaluation measures to assess their programs, processes and effects of change;*
- *Ongoing participation in national and international Safe Communities Networks*

Key features of these policy frameworks include recognition of the importance of prevention, multi-faceted approaches and the key role of local partnerships and approaches.

4.5 Communication Strategy

The table below illustrates the process the City of Armadale undertook in the review of the Community Safety Plan (2005-2010), including ongoing communication to stakeholders.

The City of Armadale signs Office of Crime Prevention Partnership and resolves to review Community Safety Plan 2003-2004 in accordance with partnership requirements

Community Consultation: including a series of focus groups conducted with residents and community safety stakeholders in the City of Armadale and the Armadale Community Safety Planning Forum. The following were included in this consultative phase:

- Community Safety Advisory Committee (CSAC)
- Community Safety Network (CSN)
- Council staff
- Councillors
- Non Government organisations and stakeholders

Working party established

Reviewed Plan Document developed

- Feedback phase
- Consultation with CSN
- Consultation with Community Organisations.
- Consultation with Council staff - (Includes Chief Executive’s Office, Development, Community and Technical Service Directorates, and Aboriginal Family Support Service representatives).
- Consultation with Government organisations - (Includes Office of Crime Prevention, Department of Housing and Works Department for Community Development and Armadale Redevelopment Authority, Department of Justice, Department of Health)
- Review of OCP Community and Crime Prevention Profile for Armadale
- Consultation with business and other Community Safety Stakeholders (including Aboriginal representation)

Amendments incorporated into Draft Community Safety Plan

Council Adoption of revised Community Safety Plan as endorsed by Office of Crime Prevention

Implementation of the Community Safety Plan
ON-GOING

Community Safety Advisory Committee and Community Safety Network consultation
ON-GOING

Evaluation and review for inclusion/exclusion of the priority actions, strategies and outcomes along with Annual call for new projects
ON-GOING

5. Development Process

The development of the Armadale Community Safety Plan (2005-2010) is the result of community consultation, collaboration with key partners and the formation of a working party endorsed by the Armadale Community Safety Advisory Committee (CSAC). The CSAC has coordinated and guided all phases of the development process including:

- Extensive consultation through CSAC whose membership includes key government agencies, community groups, Councillors and specific representation from the Aboriginal and Seniors communities.
- Extensive consultation with the Community Safety Network (CSN)
- Qualitative research through discussion groups and the Community Safety Planning Forum.
- Consultation with the City’s Advisory Committees which include:
 - Senior Interest Advisory Committee
 - Disability Advisory Committee
 - Youth Advisory Committee
 - Community Safety Advisory Committee
 - Aboriginal and Torres Strait Islander Advisory Committee
 - Roadwise Committee

5.1 Data Analysis

Relevant Data and statistics were analysed to determine current crime and injury trends with specific relevance to the Armadale community. The emerging trends were presented to the CSAC for consideration when identifying key priorities for the Community Safety Plan (2005-2010).

Data sources included:

- Office of Crime Prevention, Community Safety and Crime Prevention Profile 2003
- WA Police crime statistics
- Armadale Health Hospital admissions
- WA Roads road crash statistics
- UWA Crime Research Centre
- ABS population data
- FESA

6. Key Local Safety Issues

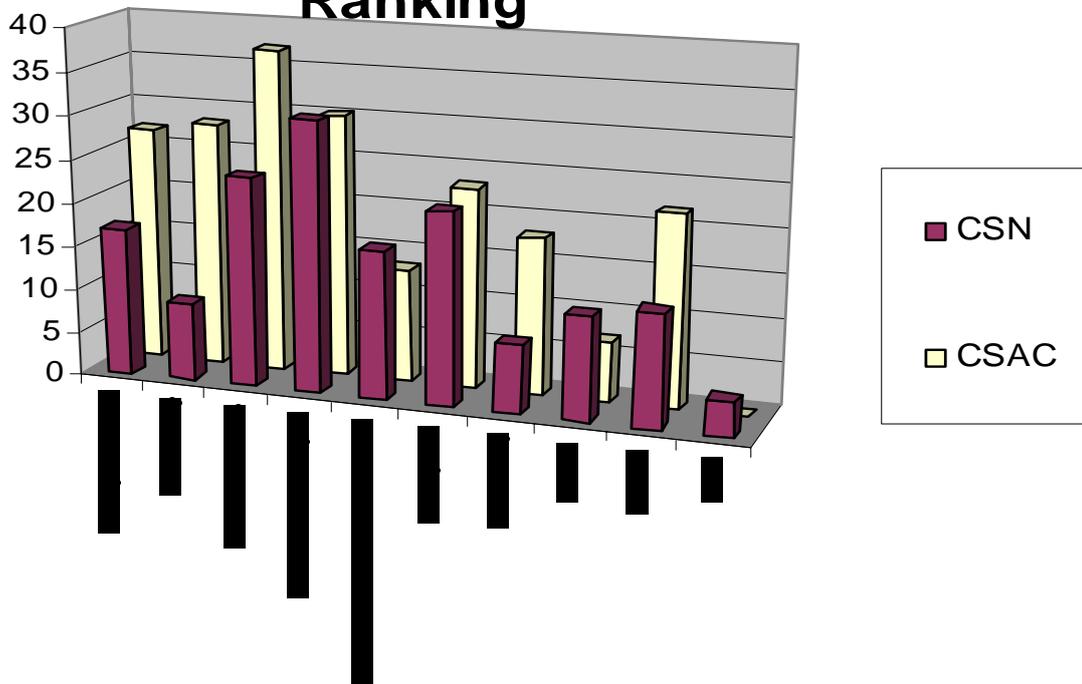
A range of issues impact both real and perceived safety of the Armadale community. As part of the research and consultation undertaken in the development of the Armadale Community Safety Plan (2005-2010), several key issues and priorities were identified. These issues include:

- Domestic Violence
- Alcohol and other Drug use
- Safety in Public Spaces
- Perceptions of Community Safety
- Road Safety
- Burglary

The priorities were determined through the following processes:

1. July 2004 - A series of eight discussion groups were conducted with the assistance of a social research company with residents and service providers from the City of Armadale. The main aim of this research was to provide the City of Armadale with an understanding of the crime and safety concerns and priorities specific to the community. The residents from the City of Armadale were randomly selected via telephone calls. Service providers were personally invited to participate.
2. A report was written up at the completion of the discussion groups and the recommendations were taken into account when developing the program for the Armadale Community Safety Forum.
3. October 2004 – The Armadale Community Safety Planning Forum was convened to build on the information gained from the discussion groups. The main aims of the forum were: to raise awareness about the extent of the safety problem in the community; and to generate discussion among key influencers in the community, service providers and residents on how working together as a community can improve safety and reduce crime and injury.
4. With the release of Office of Crime Prevention Community Safety and Crime Prevention Profile 2003, Burglary was identified as further priority area.
5. At the forum participants mapped current investments, identified common program assets and areas of need. The priorities reflect the community safety statistics available to the City of Armadale including the Community Crime Profile, injury data and road safety data. They were as follows:
 - Media perceptions
 - Road Trauma
 - Domestic Violence
 - Alcohol and other drug use
 - Maintenance of local infrastructure e.g. roads and footpaths
 - Railway system
 - Safe Parks
 - Suicide
 - Lighting
6. From this list the CSAC and the CSN were involved in ranking them to determine the top five priorities for action outlined in this Community Safety Plan. They were involved due to their local knowledge of the City of Armadale and their experience working in the area of community safety. The results of this ranking can be illustrated by the following graph.

Armada Local Priority Safety Concerns - Ranking



The graph above shows the results of consultation and surveys conducted in February 2005 to determine major local priority areas for the Community Safety Plan. The Community Safety Network (CSN) and Community Safety Advisory Committee (CSAC) were consulted extensively in this, with the nine initial priorities from which the major local priority areas in the plan were chosen, determined from the Armadale Community Safety Planning Forum conducted in September 2004.

Members were asked in the survey from nine areas to rank from 1-6 safety issues in Armadale in order of what they saw as priority. From responses collected each response was apportioned a value i.e. 1=6, 2=5, 3=4, 4=3, 5=2, 6=1. The number represented on the Y axis of both tables indicates values on each priority areas response.

Community consultation identified five priority areas, with an additional priority of Burglary being added after receipt and analysis of the OCP Community Safety and Crime Prevention Profile 2003.

- Domestic violence
- Road safety
- Alcohol and other drug use
- Safety in public places
- Perceptions of community safety
- Burglary

The above list is not in any order and actions or strategies to address each will depend on timing and availability of resources.

7. Evaluation and monitoring

The plan is intended to be a living document and in line with Office of Crime Prevention partnership guidelines of providing evidence based outcomes in the Community Safety Plan, it will be evaluated and monitored according to the following process:

- A formal full review every 2 years.
- Reviewed annually with the CSAC for achievements, project progression and inclusion of new projects and activities that meet identified priorities.
- The annual review will also include analysis of relevant statistical data in ascertaining evidence based outcomes.
- ICCWA has sourced funds for a local community safety survey which will be based on the OCP's Fear of Crime Survey.

8. Acknowledgements

City of Armadale acknowledges the assistance and support of all of those who contributed to the development of the Armadale Community Safety Plan (2005 – 2010). Including:

Office of Crime Prevention and Staff
City of Armadale, Councillors and Staff
Community Safety Network Agencies and Staff
City of Armadale Community Safety Advisory Committee
Michael Bourne co-Chair of the Victorian Safe Communities Network

Members of the Armadale Community Safety Advisory Committee who contributed to the strategic direction for the development process included:

- Senior Sergeant Russell Gairdner- Armadale Police
- Constable Sharon Phillips- Armadale Community Policing
- Maureen McKay- Neighbourhood Watch/ Community Policing
- Peter Johnston- Dept for Community Development
- Maura O'Connell- Canning Education District Office
- John Pavlinovich- Dept. of Justice
- Chris Barrett- Armadale Gosnells Districts Youth Resources
- Karen Branch- Dept. of Housing and Works
- Richard Barlow- Dept. of Housing and Works
- June MacDonald- Community Representative
- Lesley Murray- Aboriginal Community Representative
- Carlene Pickett- Aboriginal Community Representative
- Una Bridson- Armadale Health Service
- Cr Jim Stewart- City of Armadale

Further acknowledgment is extended to the Armadale Community Safety Plan Working Party:

- June MacDonald- Community Representative
- Bev Wright- Armadale Neighbourhood Watch
- Laura Veleff- South Metropolitan Health Service
- Sophie Rowell- Injury Control council of WA
- Lesley Murray- Aboriginal Community Representative

- Mike Wood- City of Armadale, Community Development Officer

9. Community Safety Action Plan (2005-2010)

9.1 Goal

The goal of the Community Safety Plan (2005-2010) is:

To identify and provide an informed guide for CSAC to support safety actions within the City of Armadale which (when implemented) will maintain Armadale as safe place to live, work, play and learn.

9.2 Priority Areas

Armadale's Community Safety Plan (2005-2010) incorporates initiatives and actions that aim to address local issues that are impacting on both real and perceived safety.

Six priority areas have been identified for the Armadale Community Safety Plan (2005-2010) which are:

Domestic Violence

Alcohol , other drugs and illegal substances

Safety in Public Spaces

Trains

Lighting

Shopping/ entertainment areas

Bike/ footpaths

Streets and neighbourhoods

Perceptions of Community Safety

Road Safety

Burglary

Actions have been developed and grouped according to each of the priority areas.

9.3 Implementation Period

It is proposed that the Community Safety Plan (2005-2010) be implemented over a 4 ½ year period, as follows:

- Year 1: mid 2005/2006
- Year 2: 2006/2007
- Year 3: 2007/2008
- Year 4: 2009/2010

The scheduled completion date for the Plan is 30 Nov 2010

Legend



Indicates priority funding obtained from Office of Crime Prevention Incentive Grant Funding



Indicates priority funding from City of Armadale Community Safety Initiatives Budget to be approved by Community Safety Advisory Committee

9.4 Priorities for Action

9.4.1 Priority: Domestic Violence

Objectives:

- To promote positive parenting skills, facilitate family cohesion, and prevent abuse
- To strengthen relationships within families and the Aboriginal community to reduce division and feuding within the community.
- Undertake activities to ensure the adequate provision of local support initiatives and services to increase the confidence of victims to report incidents of family violence to the police, and the promotion of early intervention and prevention programs.
- Raise awareness among residents of the impact of family violence on children, and encourage linkages to appropriate referral services.

Evidence Based Outcomes:

- Increased partnerships and coordination between DV agencies
- Evidence of increased awareness that DV is a crime

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
Priority Project 2005/06 – Community Safety Initiatives Budget:						
<i>Women’s Business</i>	New	Community education on DV issues to women at risk including an excursion to woman’s refuge and excursion through court	AFSS	1x yearly	\$1000 funding yet to be sourced for 06	<ul style="list-style-type: none"> • No of women participating in the project • No of referrals received after the campaign
<i>Joint Police and DCD FDVU Operation</i>	Existing	Set up since changes to legislation requiring police to investigate all reports	Joint WA Police and DCD Family and Domestic Violence Unit	Ongoing	Not available	<ul style="list-style-type: none"> • As per evaluation from ECU currently being conducted

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Armadale Domestic Violence Intervention Project (ADVIP)</i>	Existing	Interagency group representing all DV agencies in Armadale and instigates innovative projects to respond to DV issues	Interagency group along with core group of direct service providers	Ongoing	Staff time cost in-kind from each agency	<ul style="list-style-type: none"> • As per evaluation currently being conducted by accountability audit
<i>Accountability Audit</i>	New	A comprehensive audit of DV services by consultant	Dept for Community Development (DCD)	Begin in Nov 2005	50k DCD	<ul style="list-style-type: none"> • To be demonstrated
<i>Mungart Yirra Boorn</i>	New	Developing community education and cultural awareness that promotes positive image of Aboriginal people aimed at strengthening families and sending the message that DV is not acceptable	DCD Gordon Enquiry Unit- Dept of Indigenous Affairs City of Armadale- Community Development City of Gosnells Aboriginal Nyoongar Cooperation Langford Aboriginal Association Centre link	Ongoing	Coordination In-kind & As per events requirement	<ul style="list-style-type: none"> • As per Gordon inquiry recommendation 37 and intended outcomes
<i>Awareness Sessions</i>	New	Community education sessions on DV	WA Police	Ongoing	In-kind	<ul style="list-style-type: none"> • Evaluation outcomes to be developed by crime prevention officer

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Group sessions</i>	Existing	Implement existing group sessions with parents and students on the following topics; -Anger management -Family liaison -One to one support -Music therapy	Armadale Youth Resources	Ongoing	From the Dept of Family and Community Services, Attorney Generals Office	<ul style="list-style-type: none"> • No of Groups conducted • Attendance numbers
<i>Supported Housing Accommodation programs (SHAP)</i>	Existing	<ul style="list-style-type: none"> • For Dept of Housing and Works tenants experiencing financial crisis or with DV, alcohol/ drugs, standard issues and liaising with Accommodation Managers to keep tenancy on track 	Dept of Housing and Works Centrecare	Ongoing	Dept of Housing and Works funded	<ul style="list-style-type: none"> • Evaluation based on service criteria • No of SHAP clients in Armadale
<i>Strong Families</i>	Existing	Parent support program	Dept of Housing and Works, Dept for Community Development and other WA state government depts	Ongoing	In-kind- each dept bearing own costs	<ul style="list-style-type: none"> • As per regular agency meetings where goals are set • As per Recommendation 37 Gordon enquiry
<i>Counselling</i>	Existing	Counselling service and referrals for women/ men experiencing DV on as needs basis	Starrick Services AFSS	Ongoing	Sourced through ADVIP	<ul style="list-style-type: none"> • No of people referred • No of attendees completing sessions • No of counselling sessions

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Armadale Hospital FDV Screening program</i>	Existing	AHS FDV screening program at maternity unit	Armadale Health Service and AHS FDV Committee	Ongoing with review in May 2005	Armadale Health Service	<ul style="list-style-type: none"> • Screening Review Report with recommendations due June 2005. New maternity programme likely to be introduced next 18months
<i>Family & Domestic Violence General Practice Project</i>	New	Education and awareness training of GP's & Practice Staff on DV issues: provision of resource materials and development of referral pathways	Canning Division of General Practice	12 months as of March 05	Family and Domestic Violence Unit funded	<ul style="list-style-type: none"> • As per project evaluation

9.4.2 Priority: Alcohol, other drugs and illegal substances

Objectives:

- To raise and maintain community awareness of the negative effects of alcohol, illicit drugs and solvent abuse.
- To support the development of strategies directed at minimizing the harmful affects of alcohol abuse, illicit drug use and solvent abuse in the community.
- To facilitate the safe collection and disposal of used needles and syringes.

Evidence Based Outcomes:

- Reduction in incidence and impact of Alcohol and Drug related crime and violence
- Reduction in perception that alcohol and other drugs are prevalent in the community safety survey

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
Priority Project 2005/06 – OCP Funding:						
<i>Counselling on drug related issues</i>	Existing with proposed expansion	<ul style="list-style-type: none"> • Counselling • Referral • New shopfront 	Drug Arm	2006	10k Office of Crime Prevention Incentive Grant Funding	<ul style="list-style-type: none"> • No of referrals • No of counselling sessions • No of resources required
<i>Counselling and Advocacy for Teens (CAT)</i>	New	<ul style="list-style-type: none"> • Seminars • Youth education • Legal education 	Armadale Youth Resources	2006-2007 Financial Year	10k Attorney Generals Dept	<ul style="list-style-type: none"> • No of seminars conducted • No of participants • Increased awareness of legal and drug related issues surveyed at completion
<i>Detox Program</i>	Existing	Free service to individual Drug and Alcohol Counselling referral to detox	AFSS Mission Australia	Ongoing	TBA	<ul style="list-style-type: none"> • No of referrals • No of programs run • Mission Australia stats

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>GURD project</i>	Existing	Education of young people on Alcohol and drug related issues	Armadale Police	Ongoing	In-kind	<ul style="list-style-type: none"> No of students participating As per teachers evaluation
<i>Gosnells Armadale Alcohol Project (GAAP)</i>	Existing New*	<ul style="list-style-type: none"> Development and adoption of alcohol policy for local governments *Review of Alcohol policy 	City of Armadale Development Services Directorate City of Gosnells Cannington Police Armadale Community Health	Ongoing *Review completed by end of 2006	In-kind by agencies involved	<ul style="list-style-type: none"> Local government (health data) on licensed premises compliance with the Liquor licensing act *Review: Strengths, Gaps and recommendations via report
<i>Mooditjabiny (becoming stronger)</i>	New	<ul style="list-style-type: none"> One to one intensive support to Aboriginal Young People Targeting Young Aboriginal people with Drug abuse & anti social behaviour Utilising Multi Systemic Therapy 	Drug Arm in close association with; <ul style="list-style-type: none"> Dept of Housing and Works DCD and Strong Families 	Proposed pilot Oct 05 - Sept 2006 Ongoing Phase for further 2years	Subject to funding Ongoing subject to funding	<ul style="list-style-type: none"> Recorded decrease in incidence of drug related problematic behaviour from DCD, Dept of Housing and Works Evidence of participant progress over 6months assessed by individual client manager Individual participant evaluation showing increased life skills, independence and self esteem Reduction of participant drug habit Links to stable accommodation

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
						<ul style="list-style-type: none"> No's of participants linked with training service provider
<i>Supported Housing Accommodation programs (SHAP)</i>	Existing	<ul style="list-style-type: none"> For Dept of Housing and Works tenants experiencing financial crisis or with DV, alcohol/ drugs, standard issues and liaising with accommodation managers to keep tenancy on track 	Dept of Housing and Works Centrecare	Ongoing	Dept of Housing and Works funded	<ul style="list-style-type: none"> Evaluation based on service criteria No of SHAP clients in Armadale
<i>Counselling</i>	Existing	<ul style="list-style-type: none"> Free confidential counselling to indiv. & families, community members regarding substance abuse/misuse 	Mission Australia-South East Metropolitan Community Drug Service Team	Ongoing till 2007	Funded by Drug and Alcohol Office, Gov of WA	<ul style="list-style-type: none"> No of attendance No Referrals received

9.4.3 Priority: Safety in Public Spaces

Objectives:

- To plan, design, build and maintain a safer community that reduces the opportunity for people to be injured and harmed
- To promote the use of crime prevention through environmental design (CPTED) principles for the assessment of structure plan and subdivision applications
- Develop a co-ordinated approach to responding and preventing vandalism and graffiti on public property

Evidence Based Outcomes:

- CPTED principles and guidelines adopted by Council
- Safety Audits conducted on development proposals prior to development approval
- Improved community perception of safety in local public spaces as evident in Community Survey

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Graffiti project (yet to be named)</i>	New	<ul style="list-style-type: none"> • Rapid removal of graffiti • Community education campaign • Distribution of graffiti clean up kit • Graffiti hotline number established 	<p>City of Armadale Technical Services, Community Services Directorates</p> <p>WA Police, local traders/ residents/ Community groups</p>	<p>Proposed Start Oct 2005 Operation al Jan 06</p>	Estimated 20k- subject to funding	<ul style="list-style-type: none"> • Keep to timeline as per strategy that is developed • No of reported cases • No of offenders • Cost to council of graffiti removal • Quicker graffiti removal, leading to reduced levels of graffiti
<i>Look, lock, leave</i>	Existing	Signage aimed at improving awareness of security of vehicles	WA Police	Ongoing	In-kind	<ul style="list-style-type: none"> • No of signs and requests for signage • Decrease in reported theft of cars
<i>Promoting CPTED and ‘Liveable Neighbourhood’ policies</i>	New	Applying CPTED and ‘Liveable Neighbourhoods’ policy to council works and planning	<p>City of Armadale Technical Services Directorate WA Planning Commission WA Dept of Planning and</p>	Applied as per rollout of state policy	COA core business	<ul style="list-style-type: none"> • Improved safety and security of community through design

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
		applications	Infrastructure			
<i>Targeting Hotspots</i>	Existing	Police targeting hotspots- car speeding, target areas	WA Police	Ongoing	In-kind Police core business	<ul style="list-style-type: none"> • Reduction in reported crime • Reduction in speed reported • No of hoon complaints recorded • No of cars confiscated
<i>Youth work on the rail</i>	New	Research into pilot study outreach with Young people on trains, surrounding areas and reducing offending behaviour	Planning and transport research centre (PATREC) City of Armadale- Community Safety Advisory Committee, Community Services Directorate Other local Governments Office of Crime Prevention	Jan 05 to 05 end	\$5000 CSAC safety initiatives budget 04/05 15k other local govs 10k PATREC 50k OCP	<ul style="list-style-type: none"> • Pilot study completed in 6 month timeframe
<i>Safety in Schools</i>	New	Safety in Schools Week activities promoting the reduction of falls for children 5-12 years of age in primary schools. Some Schools targeted in 2006	Armadale Community Health, Dept of Health Injury Prevention Unit, Kidsafe and interested local primary schools	Up till 2006	Grant from Injury Prevention Unit, Dept of Health	<ul style="list-style-type: none"> • As per outcomes on safety audit July 05 and Report on Safety in School with recommendations

Project	Existing/ or New?	Project Description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Seniors Stay on your Feet Program</i>	New	Promoting reduction of falls amongst seniors (Refer City of Armadale Seniors Plan 2006-2010) Some funded activities	Armadale Community Health, City of Armadale Community Services Directorate and key stakeholders	Ongoing	Grant Injury prevention Unit, Dept of Health for activities. Contribution in kind from agencies involved	<ul style="list-style-type: none"> • As per recommendation 3 Dept. of Health, Reid Report • As per Dept of Health regional falls prevention action plan 2004-2007
<i>Armadale Youth Activities Area and Skate Park</i>	New	Investigation into feasibility of safe user space (YAA) and skate park in Armadale CBD	Armadale Redevelopment Authority City of Armadale Youth Advisory Committee Armadale Youth resources	05-08 financial years	To be identified	<ul style="list-style-type: none"> • Concept plan developed • Consultation on design completed • Development of management plan • Securing of funding

9.4.4 Priority: Perceptions of Community Safety

Objectives:

- To provide the community with accurate information about CS&CP issues, e.g. Report on crime trends and issues, Identify fact from fiction, Address community perceptions, Promoting community, Council and Police initiatives
- To promote community, Council, Government and Police contributions to CS&CP
- To facilitate positive images of, and interactions with, young people in the community
- To raise awareness among residents on ways of improving safety
- To increase positive messages and images of safety and marginalised groups who are perceived as biggest offenders

Evidence Based Outcomes:

- Improved perception of local safety and crime evident in community survey
- Evidence of increased community awareness of fire safety messages and injury prevention strategies relevant to the home environment
- Increased no of positive messages and images of local safety issues through publications and media

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
Priority Project 2005/06 – OCP Funding:						
<i>Step Up Program</i>	Existing	Program supporting ‘at risk’ primary school aged children in their transition to secondary school	Armadale Youth Resources	Ongoing – dependant on funding	10k Office of Crime Prevention Incentive Grant Funding Funding to be sourced 25K	<ul style="list-style-type: none"> • Recorded less problematic behaviour at school • Maintained retention rates • Increased problem solving & negotiation skills recorded by teachers • Reduction in unauthorised absence of students
Priority Project 2005/06 – Community Safety Initiatives Budget:						

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Homework class</i>	New	Homework class supported by parents and teachers who provide support and tutorage to at risk Indigenous Students	DCD, Gwynne Park Primary, Parents of Gwynne Park Primary, City of Armadale Community Services Directorate	July 05- July 06	\$4000 Subject to funding approval of CSAC	<ul style="list-style-type: none"> • No of students participating • No of parents supporting program • Recorded less problematic behaviour amongst students
<i>Bike Workshop Program</i>	New	Free after School Activity restoring bikes and sharing skills. An intergenerational, mentoring program between young people and seniors from ‘Men in Sheds’	City of Armadale Community Services Directorate, PCYC, Armadale Youth Resources	August 05- August 07	\$44,000 National Crime Prevention Fund- Australian Government Attorney Generals	<ul style="list-style-type: none"> • No of young people participating • No of Senor men (men in Sheds) participating • Anecdotal feedback from Youth workers and participants • No and quality of bikes restored • Evidence of behaviour change in Young People
<i>Community Safety Month Activities in Armadale & state wide</i>	New	Promoting awareness of safety and injury prevention through showcasing of community safety programs in; <ul style="list-style-type: none"> • Crime prevention • Work safety • Injury Prevention • Emergency Services Road Safety 	City of Armadale Community Services Directorate, OCP ICCWA NGO, Gov, Community organisations CSAC agencies	Yearly every October	Estimated \$1500 Subject to funding	<ul style="list-style-type: none"> • No of community safety month activities developed, promoted and implemented • Number of activity participants • Overall reach of promotions / messages
<i>New Years</i>	Existing	Seniors to be able to	Armadale PCYC	Subject to	\$15,000	<ul style="list-style-type: none"> • No of Seniors attending

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Eve Seniors Social Evening and Safety Forum</i>		attend a public event on New Years Eve without fear of crime or threat to personal safety. Intergenerational aspect utilising young people to assist in facilitating the night	ANHW WA Police officers	funding		<ul style="list-style-type: none"> • No of young people assisting • Evaluation and survey of seniors attending indicating their knowledge of safety and crime and whether or not this event has assisted them to overcome fear
<i>Neighbourhood watch program</i>	Existing	Information on home safety	Armadale Neighbourhood Watch (ANHW)	Ongoing	\$4000	<ul style="list-style-type: none"> • No of Seniors assisted • Evaluation of senior's perception of crime before and after assistance
<i>Media Communication strategy</i>	New	Positive messages and images in the local media	City of Armadale Chief Executives Office, Community Services Directorate, Police, Armadale Youth Resources, AFSS	Start of 2006	In-kind CD officers and Media Promotions Officer CofA	<ul style="list-style-type: none"> • 6 positive safety articles developed per year

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Community Safety Survey</i>	New	<ul style="list-style-type: none"> • A Telephone survey of 400 residents focussing on 6 priority areas in plan. To gain a more representative picture of crime prevention and safety issues (recommendation of WHO) • Developed using existing surveys such as ‘Fear of crime’ survey OCP to base CofA Survey on • The results will be used by the CSAC to help guide on yearly action plan 	ICCWA C of A, Community Services Directorate	Timing to be determined based on funding.	Outer Metropolitan Fund from Dept. of Loc. Gov. and Regional Development \$15,000 \$5000 to run forum	<ul style="list-style-type: none"> • Design of questionnaire • Completion of telephone survey of 400 residents • Data entry analysis and interpretation • Preparation of report • Dissemination of findings • Results of forum/ seminar to inform community results and any community comment • Analysis together with OCP statistics along with and injury statistics Road safety, WA Police, Hospital etc.

9.4.5 Priority: Road Safety

Objectives:

- To develop, implement and monitor local road safety initiatives to reduce the incidence of road crashes, serious injuries and fatalities as per Road Wise initiatives
- To support relevant road safety campaigns produced by Road Wise etc. including distribution of information and implementation of programs locally as appropriate.
- To apply the Council’s evidence-based criteria for reviewing Local Area Traffic Management Schemes, thoroughly assess and initiate traffic work as needed to maximise road safety benefits and outcomes in the City
- To maintain at least current level of road construction and funding to ensure safe road environments
- Improve community perception of road safety in the City of Armadale

Evidence Based Outcomes:

- Improve community perceptions of road safety in council
- Monitoring and evaluating as per Road wise initiatives

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Roadwise Committee</i>	Existing	Promote and reward safe driver behaviour Identify local issues and solutions to road user groups	City of Armadale Police Community members WALGA	Ongoing	Roadwise funding grant	<ul style="list-style-type: none"> • Number and type of activities undertaken • Amount of grant monies applied for and received
<i>Civil Works and Construction Maintenance program</i>	Existing	Continue upgrading and maintaining the City of Armadale’s road network including road marking and signage	City of Armadale Technical Services Directorate	Ongoing	\$4million Municipal funds per alum	<ul style="list-style-type: none"> • Speed behaviour and crash statistics
<i>Bike Safe</i>	Existing	Promoting helmet use and safe riding practices amongst	Armadale Police Local Schools	Ongoing	In-kind	<ul style="list-style-type: none"> • No of Schools involved • No of students

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
		school aged children				
<i>Directional and Tactile marking</i>	Existing	Directional and Tactile marking for people with visual impairments on main road pedestrian crossings in City of Armadale	WA Main roads Armadale Community Care City of Armadale – Technical Services Directorate	Ongoing	Included in Civil Works & Construction Maintenance program budget	<ul style="list-style-type: none"> • No of Directional markings installed (new) • As per Disability Access Inclusion Plan Outcome 1: ‘Existing functions, facilities and services are adapted to meet the needs of people with disabilities’
<i>Ark Road Safety Centre</i>	Existing	Road safety issues education to public primary and senior school groups, interactive display, bike education and defensive driving work shops	Ark Road Safety Armadale Police	ongoing	Fulltime Police Officer provided by WA Police. Use of premise’s in-kind C of A	<ul style="list-style-type: none"> • No of students participating • No of school visits
<i>YAC Road action group</i>	Existing	<ul style="list-style-type: none"> • Promotion of road safety to young people • Surveys with young people on Road safety • Info packs to young people on Road safety at career expo 	YAC Roadwise committee City of Armadale Community Development - Youth	Yearly at career expo	Comm. Develop. Officer-Youth in-kind Volunteers, Grant Office of Road Safety 7k	<ul style="list-style-type: none"> • No of surveys received and feedback/ result from young people? • No of info packs disseminated
<i>RBT promotional Drive</i>	Existing	Handout of ‘drive safely’ material to drivers who pass RBT	City of Armadale Technical Services, Roadwise Committee, Roadwise WA, Police	Ongoing in coordinati on with	Voluntary and in-kind costs	<ul style="list-style-type: none"> • According to outcomes of survey and data collection

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
				Police		
<i>Vehicle safety checks</i>	Existing	Free vehicle safety checks	Roadwise Committee RAC	2x per year; Prior to Easter and Christmas holidays	Roadwise grant	<ul style="list-style-type: none"> • No of people who attend and re attend
<i>Road Safety Planer</i>	Existing	Accompanying Police RBT’s and rewarding safe drivers with incentive vouchers <ul style="list-style-type: none"> • Checking seatbelts, fatigue and drink driving 	Roadwise Committee, Police and other agencies	Ongoing	Roadwise grant	<ul style="list-style-type: none"> • Responses from Questionnaire • No of responses sent back
<i>Targeting Hotspots</i>	Existing	Police targeting hotspots- car speeding, target areas	Police	Ongoing	In-kind Police core business	<ul style="list-style-type: none"> • Reduction in reported crime
<i>‘Don’t turn your break into a wake’ campaign</i>	Existing	Convoys to Victoria Park monument raising awareness of safe driving practices over Christmas	Ambulance, FESA, Police and Roadwise Committee	1x per year prior to Christmas ‘safe driving’ message	14k Roadwise grant in-kind positions from volunteers, FESA, Ambulance Police	<ul style="list-style-type: none"> • No of people who attend • No of Armadale agencies participating • No of Young people participating from 17-25 age group and YAC • Media coverage

9.4.6 Priority: Burglary

Objectives:

- To reduce the incidence of burglary and repeat burglary
- To improve community understanding of burglary and the importance of reporting burglary to Police
- To work in partnership with State and local governments and the community in improving responses to burglary

Evidence Based Outcomes:

- Decrease in incidence in burglary and repeat burglary in Armadale
- Monitoring and evaluating as per WA Police statistics and target hotspots

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Safety and Security Audits</i>	Existing	Free home safety and security audits for people over 55, or a person with a disability or caring for a person with a disability	WA Police Armadale Police Community Care Programme FESA	Ongoing	Police and FESA role in-kind with volunteers	<ul style="list-style-type: none"> • No of visits • No of changes that have occurred as a result of audits • No of follow ups as a result of audits • Amount of grant monies applied for and received • Reduction in recorded break-ins • Statistics on reoccurrence and re victimisation
<i>Armadale Police Community Care Program</i>	Existing	Advocacy for seniors-responding to concerns of seniors and perceptions of crime and security via conducting home visits and newsletters to seniors	Armadale Police Community Care	Ongoing	Police role in-kind with approx. 1500 hrs of volunteer time per year	<ul style="list-style-type: none"> • No of seniors assisted • Evaluation of senior’s perception of crime before and after assistance

Project	Existing/ or New?	Project description	Lead Agency/ Partners	Timeline	Resources	Evidence Based Indicators
<i>Eyes on the Street Program</i>	New	Utilising existing field officers of City of Armadale to report suspicious behaviour observed whilst in course of duties	Office of Crime Prevention City of Armadale- field staff across all directorates Armadale Police	End of 2005 onwards	In-kind CofA	<ul style="list-style-type: none"> • No or reports submitted • No of reports with police follow up/ actions • Decrease in burglary evidenced in local crime data

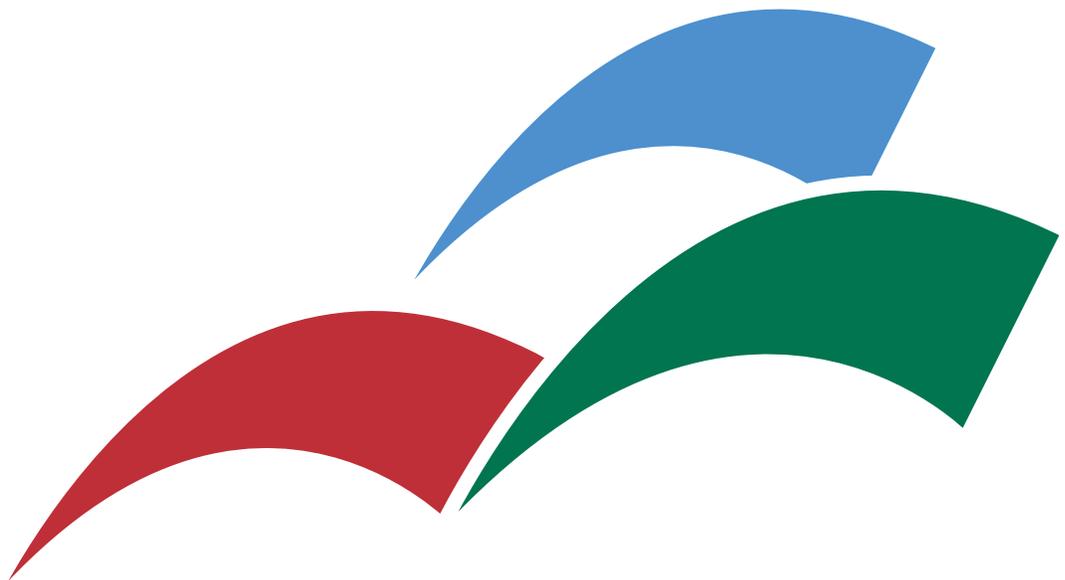
Appendix A

List of acronyms used in this document

ABS	Armadale Health Service
ADVIP	Armadale Domestic Violence Intervention project
AFSS	Aboriginal Family Support Service
AHS	Armadale Health Service
ANHW	Armadale Neighbourhood Watch
ARA	Armadale Redevelopment Authority
ASHS	Armadale Senior High School
AJR	Armadale Youth Resources
ATSIAC	Aboriginal and Torres Strait Islander Advisory Committee
CAT	Counselling and Advocacy for Teens
CBD	Central Business District
CofA	City of Armadale
CP	Crime Prevention
CPTED	Crime Prevention through Environmental Design
Cr	Councillor
CS	Community Safety
CSAC	Community Safety Advisory Committee
CSN	Community Safety Network
DAC	Disability Advisory Committee
DCD	Department for Community Development
DV	Domestic Violence
ECU	Edith Cowan University
FDV	Family Domestic Violence
FDVU	Family Domestic Violence Unit
FESA	Fire and Emergency Services Authority of WA
GAAP	Gosnells Armadale Alcohol Project
GOV	Government
GURD	‘DRUG’ spelt backwards
ICCWA	Injury Control Council of WA
MANEX	Management and Executive (City of Armadale)
NGO	Non Government Organisation
OCP	Office of Crime Prevention
PATREC	Planning and Transport Research Centre
RAC	Royal Automobile Association
RBT	Random Breath Test
SHAP	Supported Housing Accommodation Program
SIAC	Seniors Interest’s Advisory Committee
UWA	University of Western Australia
WA	Western Australia
WALGA	Western Australian Local Government Association
WHO	World Health Organisation
YAA	Youth Activities Area
YAC	Youth Advisory Council

Appendix B

2003 City of Armadale Crime Prevention Profile



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Recognition:

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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

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

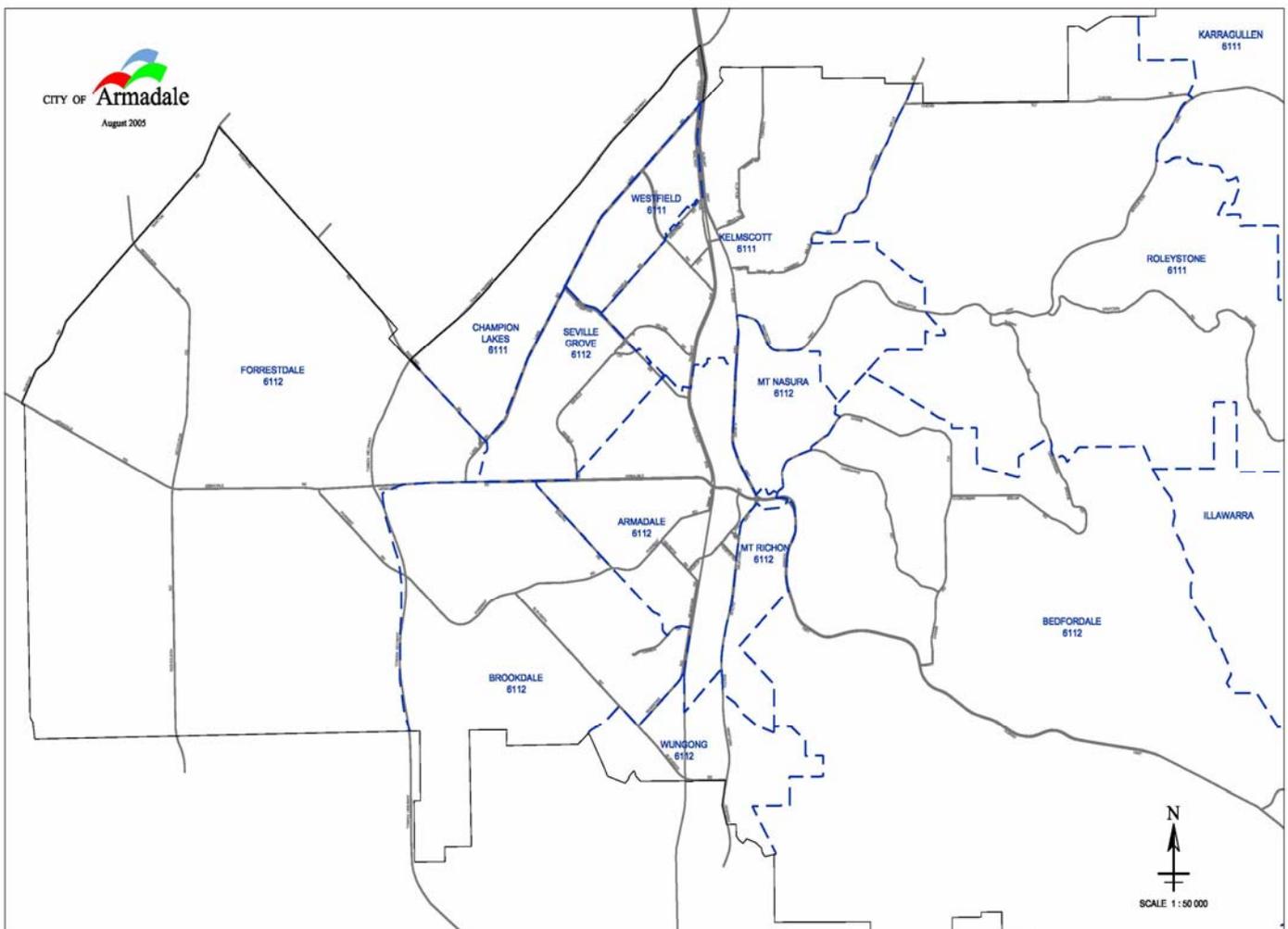
Preface – City of Armadale

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

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18. Commonwealth of Australia (1999). *National Strategy for an Ageing Australia – Independence and Self-Provision Discussion Paper*, Highlights Sheet. Canberra, ACT.
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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**

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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.

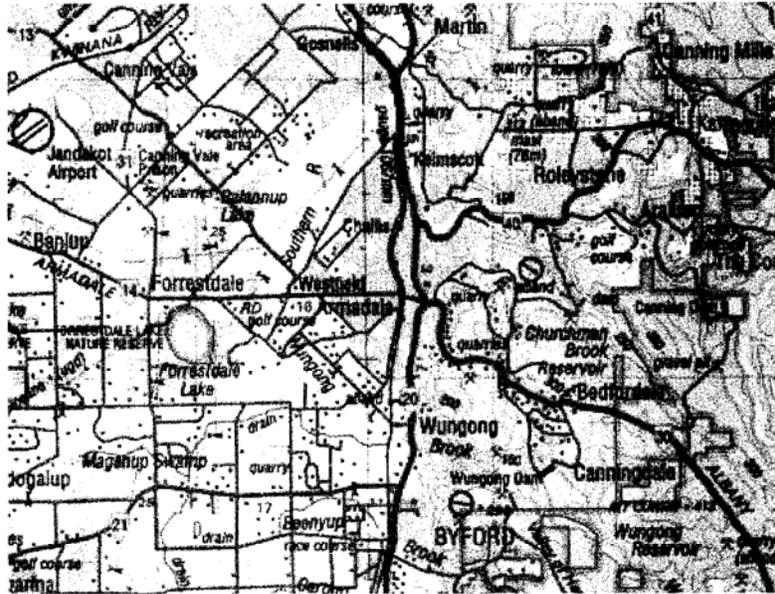


Figure 1. Map, centred on Armadale, shows approx 20 km north-south and 25 km east-west.

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)

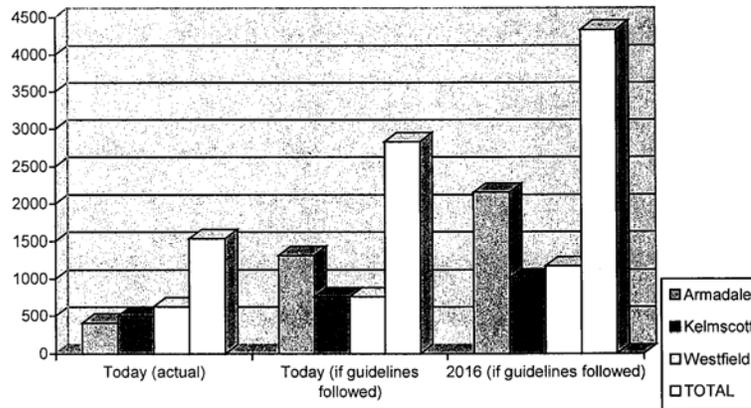


Figure 2. Library floor space, actual and recommended (m²)

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

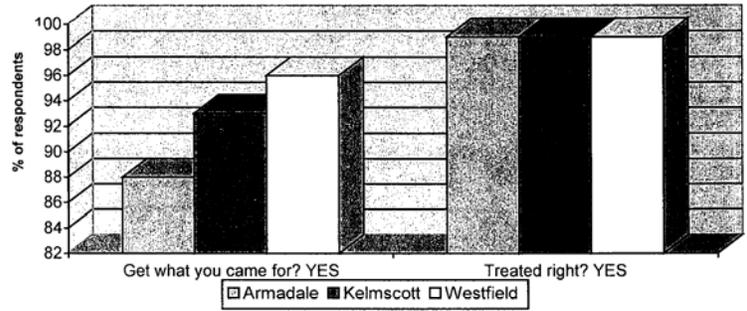


Figure 3. Respondents’ satisfaction with library service

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.

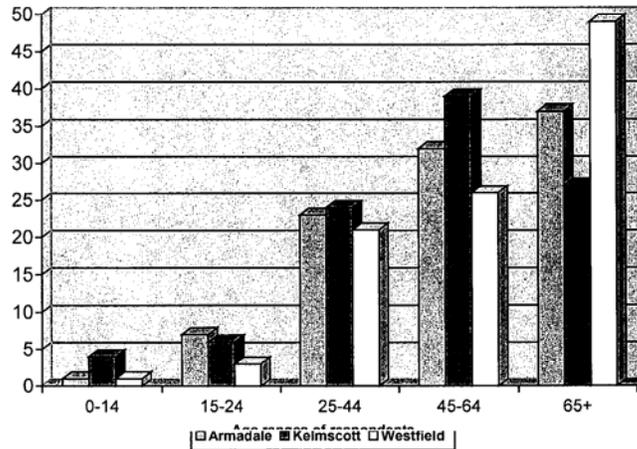


Figure 4. Age ranges of survey respondents

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.

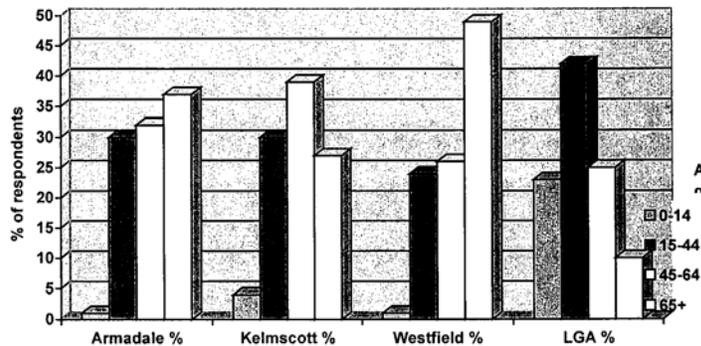


Figure 5. Population per cent by age range of branch survey respondents, and for Local Government Area

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

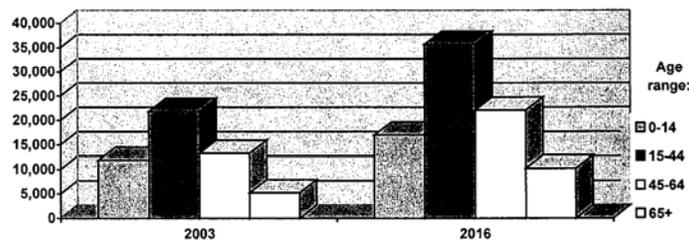


Figure 6. Age ranges of Armadale's current and projected population (population in '000s)

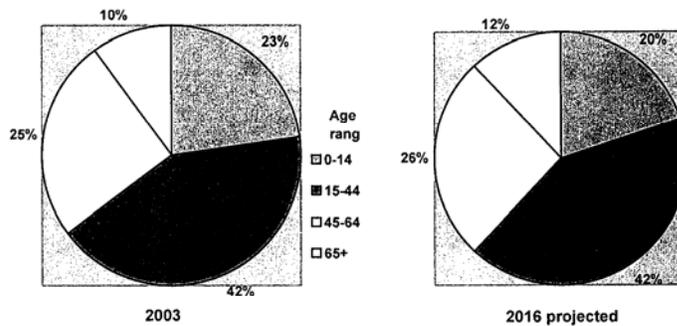


Figure 7. Age ranges of Armadale’s current and projected population (population percentages)

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.

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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.

Kelmscott 175th Anniversary Celebrations
Back to Kelmscott Cricket Match and Picnic

Sunday, 9 October 2005 at Rushton Park

Draft Itinerary

- 9.00 am Opening Ceremony and Coin Toss
- 9:30am 20/20 Cricket Match starts!
- 10:00am Walk 1 – Bush walk (45 minutes)
Horse & Cart rides till 1:30pm
Vintage Car Group Visit
- 12:00pm Lunch – Local Band (45minutes)
Log Chop Presentation (1 hour)
- 12:20pm Fancy Dress Parade (10 minutes)
- 1:00pm Walk 2 – River Rd & Cemetery
(45minutes)
- 2:00 Presentation and speeches

Other events on the day:

- 1.30 A Grade Seniors Cricket Match between
Armadale and Kelmscott teams
commences
- 2:30 Start of Pioneers' Reunion