

Queensland: an age-friendly community

Toolkit

Acknowledgement

This toolkit was developed through a combination of face-to-face and online engagement, and research of existing toolkits and resources. Thanks to the individuals, organisations and businesses who gave their time and feedback to make this toolkit a unique resource for all Queensland communities.

Developed by the Ageing Revolution for Queensland Government.

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Welcome

Welcome to the Queensland **Age-friendly community toolkit** — your go-to guide to bringing age-friendly initiatives to life in your community.

An age-friendly community is one that enables people of all ages to actively participate in community life by ensuring older people are free from age-related barriers that prevent participation and engagement.

This toolkit introduces age-friendliness and its benefits, as well as the risks and missed opportunities that come with not being age-friendly. It also provides tools and resources to assist with the development, implementation and evaluation of age-friendly initiatives, plans, and programs. It has been designed for any organisation — including not-for-profit, business or government — to be able to apply the age-friendly approach easily, with inspiring examples from Queensland and beyond.

How to use this toolkit

Who is the toolkit for?

This toolkit has been developed to help community organisations, businesses, and local government to understand the benefits of applying an age-friendly lens to their work and to contribute to building an age-friendly Queensland. It will be useful to a range of individuals and groups in these sectors as well as State and Federal governments and individuals in the community.

How to navigate the toolkit

This toolkit has been developed to allow you to pick the most relevant sections to your organisation or community and to easily navigate between sections. Each section can be read on its own and includes helpful tips on inexpensive and simple ways you can bring age-friendly to life. Tools and resources have been tailored to the needs of each of the three target groups: businesses, local government and community organisations.

You will find additional links and resources listed at the end of each section as well as in the Endnotes at the back of the toolkit.

This toolkit has been designed as a learning resource which will support efforts to achieve age-friendliness in communities throughout Queensland. The toolkit will be added to as age-friendly practice evolves in Queensland. We welcome feedback from you as well as suggestions on resources which could be included. Refer to the back cover for our contact details.



What is age-friendly?

What is an age-friendly community?

- Age-friendly communities enable people of all ages to actively participate in community life, free from barriers or discrimination.
- Age-friendly communities are more liveable for everyone.
- Age-friendly communities value the contribution of older people and help ensure their access to all aspects of life.

The Queensland Government's strategic direction statement *Queensland: an age-friendly community*¹ (www.qld.gov.au/agefriendlycommunity) presents the goal for Queensland to build an age-friendly state in which all Queenslanders, regardless of their age, can stay active and connected, and contribute economically, socially, and culturally.

To realise this vision, governments, business, not-for-profit organisations and communities must work together to create age-friendly environments, products and services.

The World Health Organization (WHO) developed the age-friendly approach using eight domains (key action areas) that directly influence the quality of life and wellbeing of older people. The Queensland Government has set goals for each of the eight domains and has developed an action plan² (www.qld.gov.au/agefriendlycommunity) that outlines a range of age-friendly initiatives and services across the state.

The WHO eight domains form the basis of the action plan with associated goals for Queensland:



Outdoor spaces and buildings

Seniors live in an environment that includes open spaces, buildings, shaded areas and walkways that are safe and easy to navigate.



Transport

Seniors can get out and about using a range of affordable, user-friendly transport and associated services.



Housing

Seniors' housing options are affordable, accessible and close to transport and community services.



Social participation

Seniors are supported to be active in their community doing the things they enjoy.



Respect and social inclusion

Seniors from all backgrounds are valued and appreciated and no one is excluded based on race, geography, culture, language, gender, sexuality, ability or socioeconomic status.



Civic participation and employment

Seniors participate in employment, training, lifelong learning and volunteering opportunities and inform government policies.



Communication and information

Seniors access information they need in a variety of formats to stay informed and connected with their communities, families and friends.



Community support and health services

Seniors are helped to stay healthy, active and independent through community support and health services, including services responding to elder abuse, fraud or exploitation.

The Queensland Government has developed two documents providing more in-depth information about these domains and a guide outlining examples of age-friendly national and international initiatives. These can be found at: www.qld.gov.au/agefriendlycommunity.

What does age-friendly look like?



Age-friendly looks like: *easy-to-access pathways such as the Coastal Link Walking Track in Cardwell which has shady seating, toilets and flat, wide pathways that are age-friendly for walking, cycling and using a wheelchair or motorised device.*³



Age-friendly looks like: *programs such as Tech Savvy Seniors⁴ (<http://www.slq.qld.gov.au/whats-on/programs/tech-savvy-seniors-queensland>) that give older people new digital skills to help them stay involved in their communities.*⁵

Age-friendly looks like: *community organisations such as CURA⁶ (<https://www.mccgc.com.au/cura/>) that consider the needs of older people in their service delivery.*⁷



Age-friendly in the community

CURA runs weekly health and wellness events for its members in the Gold Coast region. They have an age-friendly facility with easy access and a shuttle bus that picks members up from their home.

The elderly Japanese community wanted exercise that was different to a regular western-style class. Culturally, the group was more used to sitting on the floor and so had more physical flexibility. CURA designed a weekly health activity for them, run by its in-house physio with the aid of a Japanese translator. Having seen the great success of this program, CURA has added more culturally influenced activities such as different kinds of dancing for different communities. This is a great example of taking cultural backgrounds and lifestyles into account when designing activities for older people.

DEMENTIA-FRIENDLY TOO

The number of people with dementia in Queensland is expected to increase 5.5 times by 2050. This increase has contributed to calls by Alzheimer's Australia for the development of dementia-friendly communities.

Given that dementia is primarily a disease of older people, organisations could consider incorporating principles of dementia-friendly communities into their age-friendly strategy.

Useful resources on dementia-friendly communities include:

A guide to becoming a dementia-friendly community⁸

Creating dementia-friendly communities: business toolkit⁹

Creating dementia-friendly communities: toolkit for local government¹⁰

Key features of an age-friendly community:

- pleasant, secure and physically accessible outdoor spaces and public buildings
- well-designed, affordable and secure housing choices
- well-maintained and accessible roads and walkways
- affordable and accessible public transport
- secure neighbourhoods
- respectful relationships
- supportive health and community services
- opportunities to be socially active
- opportunities to participate in suitable volunteer, civic and employed positions
- information that is easy to access and understand.

Additional links and resources:

Queensland: an age-friendly community — Strategic direction statement (www.qld.gov.au, search “age friendly”)

Queensland: an age-friendly community — Action plan (www.qld.gov.au, search “age friendly”)

Towards an age-friendly world (www.google.com, search “WHO towards an age-friendly world”)

Vancouver Protocol (www.google.com, search “WHO Vancouver protocol”)

Tech Savvy Seniors (www.qld.gov.au, search “tech savvy seniors”)

Multicultural Community Council of the Gold Coast: CURA (www.mccgc.com.au)

Making the case for being age-friendly

Why age-friendly?

Communities that embrace age-friendliness are rewarded with a better quality of life for residents of all ages.

This approach also reflects the fact that our communities are changing: all of us, every single one of us, is getting older. Our individual life expectancy is increasing and our population is ageing.

By mid-century, it's estimated that one in four Australians will be aged 65 years and over and about one in 14 people will be aged 85 years and over, compared to one in 50 now.¹¹

The communities, organisations and governments that take steps to become age-friendly and liveable for all will have a significant advantage over those that do not.

“Ageism is prejudice against your future self.”¹²

Ashton Applewhite, author,
This Chair Rocks: A manifesto against ageism

Queensland factors

Age-friendliness is crucial to the future of Queensland because of the state's unique characteristics. It is home to more than 4.9 million people¹³ and, with an area of 1,727,000 square kilometres, it is the second largest state in Australia.

Disasters and disruption:

More than half of the 10-worst floods in Australia were in Queensland.¹⁴ Age-friendly planning processes can help communities to be more resilient to disasters and disruption. Older people are much more vulnerable during these times and often need special consideration and planning.

Aboriginal and Torres Strait Islander people:

Older Aboriginal and Torres Strait Islander people have a much lower life expectancy than that of the non-indigenous population. According to the 2011 Census, only 3.4 per cent of Aboriginal and Torres Strait Islanders were aged over 65.¹⁵

Culturally and linguistically diverse population:

Queensland has a large proportion of older residents from culturally and linguistically diverse backgrounds. About one third of Queenslanders are migrants or the children of migrants.¹⁶

Rural and regional communities:

Although most older Queenslanders live in the metropolitan South-East, age-friendliness also has the potential to improve the lives of older rural and regional Queenslanders who may live long distances from services or other older people. More than half of Queensland's population lives outside the greater metropolitan area of Brisbane — a large proportion compared with the rest of highly urbanised Australia.¹⁷

Age-friendly practices mean better inclusion and participation for these groups and strategies that take their needs into account are vital.

Benefits for your community

Age-friendliness challenges old ways of thinking and prompts new responses.

An age-friendly community provides social, economic and community benefits to government, community organisations and businesses by supporting older people to be healthy, active, independent and involved in their communities.

The benefits to communities include the provision of products and services that are relevant, inclusive and collaborative by better understanding older people and their needs.

An age-friendly community helps to provide people with:

- safe, accessible streets and buildings
- better access to local businesses, facilities and services
- greater opportunities to engage older people and people of all ages and abilities.

Age-friendliness not only benefits older people. For example, a community where an older person finds it easy to get on and off the bus also benefits pregnant women, young children, and people with a disability.

Benefits for business

Being an age-friendly business makes good economic sense because it enables the increased support and spending power of older customers. By 2050 **it's estimated that one in four Australians will be aged 65 years and over and about one in 14 people will be aged 85 years and over, compared to one in 50 now.**

It is important not to overlook the economic benefits of being age-friendly.¹⁸ In *The Case for Age-Friendly Communities*¹⁹, five key benefits are noted:

1. Older people are consumers.

Older people may have more disposable income than when they were younger and their spending is a good driver for their local economy.

2. Older people continue to work.

Whether older people stay in traditional paid work, launch a new career or contribute as a volunteer or mentor, older people boost the local labour force.

3. Older people are entrepreneurial.

Australians aged 50 years and over are now the fastest-growing segment of entrepreneurship and are helping grow local economies.

4. Older people often give support to their extended family.

Many older people provide unpaid care for their grandchildren, often allowing their children to work which benefits local economies. They also care for other members of their family such as partners, or parents, reducing the burden on government.

5. They help communities maximise resources.

Age diversity in neighbourhoods means that people may go shopping, drive, park, or use public transportation, see movies or eat in restaurants at different times than office workers or young families, equalising customer and revenue flow for local businesses.

Looking at things from older people's perspective strengthens the understanding of a growing market of an ageing population.

Being age-friendly is good for business. People don't stop shopping and spending as they get older. In fact, older people are an increasingly important market, especially for local businesses. As the spending power of older people increases, businesses that consider the community's needs will be best placed to be competitive and succeed in the future. Becoming more age-friendly is good for business.

Extracted and modified from: *A guide to being an age-friendly business*²⁰

It also makes good business sense to consider hiring more mature-aged workers for the skills and knowledge they bring to the workplace. Not only will older customers be encouraged to return to your business if they see an older employee, but the business itself has much to gain. Some of the key benefits noted by businesses are staff retention, low absenteeism, committed work ethic and being punctual.²¹

Many older employees appreciate the benefits of employment including income, combating attitudes that older people are dependent and continued social and civic participation.²²

Improving services and products for older people can also provide benefits for other customers and clients such as people using prams, people who use wheelchairs, and people who are sight and hearing impaired. Check out our **Top tips for business tool** (see page 31).

Benefits for government

An age-friendly community helps all levels of government to meet the needs of its residents. Benefits include:

- increased access to services, whether it be healthcare, education, public infrastructure, transport, or housing
- policies and programs that are inclusive of a variety of stakeholders including older people, younger people, children, people with a disability
- better monitoring and evaluation of initiatives
- improved planning for an ageing population.

Running an age-friendly lens over planning processes is one way to ensure government and communities are responsive to the needs of older people, especially during natural disasters. Many state and local government agencies and communities around Australia are already taking up the challenge to deliver age-friendly strategies in their communities.

TIP – It is worth noting the importance of leadership to implementing age-friendly initiatives. Without key executives and leaders such as mayors and CEOs, initiatives risk being fragmented. Influencing and including leadership early on supports more cohesive implementation across the community.

Taking an age-friendly approach enhances planning, implementation, monitoring, evaluation, and reporting for government and business. It allows government to meet the needs of their older residents using an inclusive approach to service delivery.

Additional links and resources:

Age-friendly communities good practice review (www.qld.gov.au, search “age friendly good practice”)

Age-friendly report: Inspiring communities (www.aarp.org, search “inspiring communities”)

A guide to being an age-friendly business (<http://www.ageingwellinwales.com>, select “Age-friendly communities”, “Resources”)

Age-friendly business: Valuing and including older consumers in supermarkets and service companies (www.ageuk.org.uk, search “age friendly business valuing and including older consumers”)

Age-friendly business resource guide NYC, (www.google.com, search “Age-friendly business resource NYC”)

5 Steps to being age-friendly

The age-friendly planning process can be broken down into five steps:

1. **Assess your age-friendliness:**
Identify your strengths and weaknesses when it comes to being age-friendly.
2. **Understand and engage your stakeholders:**
Learn how to understand your community and engage with older people
3. **Partner and connect:** Consider potential partners to help your age-friendly initiatives
4. **Develop an action plan:** List your actions and implement your age-friendly approach
5. **Evaluate:** Understand how to measure and report on your initiatives.

After you've implemented changes it's time to review, report and start the cycle again.

DID YOU KNOW?

If you wish to apply for consideration as an age-friendly community with the WHO, you need a three-year action plan that cover the eight domains with an in-built review cycle.²³ State and local government and communities should consider utilising the WHO eight domains for a comprehensive approach to age-friendliness.

The WHO has established a Global Network of Age-friendly Cities and Communities to foster the exchange of experience and mutual learning between cities and communities worldwide. The Vancouver Protocol²⁴ outlines what a city or community must do to become a member of the Network.

The five steps provide an easy way to move through the planning process for developing age-friendly communities.

Additional links and resources

Vancouver Protocol (www.google.com, search "WHO Vancouver protocol")

South Australian Government Age-friendly neighbourhood guidelines and toolkit for local government (www.google.com.au, search "SA Government Age-friendly toolkit for local government")

Basque Government Department of Employment and Social Policies' Age-friendly practical guide to implement and use in municipalities (www.euskadilagunkoia.net, or www.google.com, search for "Basque Government Age-friendly practical guide municipalities")

STEP 1: Assess your age-friendliness

Identifying how age-friendly your community is will allow you to develop a baseline for action. It will also help you think of ways to become more age-friendly and work out what problems need solving.

Quick and easy assessment

Use our tools to assess your age-friendliness and readiness to start planning.

If you're a town, city or local government area, use the **Eight domains assessment checklist** (see page 32). It will enable you to prioritise solutions for any problem areas.

If you're a business, use the **Business self-assessment tool** (see page 34) to assess your business.

These assessment tools will help you to understand more about what factors you need to consider to improve your age-friendliness.

The WHO Vancouver Protocol²⁵ provides in-depth practical guidance about undertaking an age-friendly assessment especially about community and stakeholder engagement. The consultation processes described include focus groups and workshops.

There are many other assessment tools you can use depending on your needs. If you're a local or state government agency, the Age-friendly Neighbourhoods Guidelines and Toolkit for Local Government from South Australia²⁶ provides an example of a comprehensive, regulatory-focused assessment tool. The Age-friendly Cleveland Assessment²⁷ details the process the City of Cleveland, Ohio used to conduct surveys, online engagement and focus groups with more than 1000 older people.

While doing your assessment, you could also start to think about your community, understanding your stakeholders and how to engage with them.

Additional links and resources

Vancouver Protocol (www.google.com, search "WHO Vancouver protocol")

South Australian Government Age-friendly neighbourhood guidelines and toolkit for local government (www.google.com.au, search for "SA Government Age-friendly toolkit for local government")

Age-friendly Cleveland assessment report (www.city.cleveland.oh.us, search "Age-friendly Cleveland assessment")

University of Waterloo, Canada Activity: Is your community ready for an age-friendly initiative? (www.healthy.uwaterloo.ca, search "is your community ready for age-friendly?")

STEP 2: Understand and engage your stakeholders

Consider who needs to be a stakeholder in developing and/or implementing an age-friendly plan. You should think about both internal and external stakeholders in your community.

Consider:

- the key personnel in your organisation who should be involved
- customers or clients and their extended networks
- the residents of a particular location
- specific community organisations you can collaborate with.

You should be thinking about:

- Who does what, where and when?
- Who interacts with whom?
- How do they interact with you?
- How do you interact with them?

Engaging internal stakeholders can be challenging, particularly if you are bringing together people from different areas of your organisation or community who traditionally do not work closely together. You may need to persuade stakeholders about the benefits of a collaborative approach and demonstrate how integral ageing is to their work.

As you develop your stakeholder list you can also start to think about the best way to engage with your stakeholders. For example, a stakeholder workshop can be an ideal way to bring diverse stakeholders together for a common purpose or you might hold a series of focus groups for older people, community organisations or service providers.

Understanding your community

Defining your community and building a profile helps you better understand the scope of your planning and who to involve. Your community could be as big as your city or town, your neighbourhood, or just your customers and other users of your service. You can use your community profile to target actions to specific stakeholders in your age-friendly planning.

Community can mean different things to different people. It can include:

- a group of individuals with common interests or concerns
- a group of individuals working within a specific organisation
- groups or organisations within a community area that they serve
- a business or group of businesses wanting to better meet their customers' needs
- a geographical community such as a region, town, city or neighbourhood.

Useful data

If you're part of a business or a community organisation, think about what information you collect that might help you develop a profile of your community. For example, do you know how many of your clients or customers are seniors? Do you collect information about their habits? Their preferences? Have you considered ways to collect this information such as rewards or loyalty programs?

STEP 2

You can use data and statistics to help understand your community. For example, you might use the Australian Bureau of Statistics Census Data²⁸ (<http://www.abs.gov.au/websitedbs/censushome.nsf/home/2016>) to understand the diversity that exists in your community. You can find out how many people in your community are aged 65 years and over, or come from an Aboriginal or Torres Strait Islander or culturally and linguistically diverse backgrounds. You can investigate how many people are aged 85 years and over, a group with very different needs to those who are younger. You might want to consider how many older women there are versus older men, or how many people identify as lesbian, gay, bisexual, transsexual or intersex.

You can also access information about topics such as home ownership and access to health services as well as population projections and regional profiles through the Queensland Government Statistician's Office²⁹ (<http://www.qgso.qld.gov.au/index.php>).

TIP — Complete our **Customer journey tool** (see page 37) to understand your community better and identify opportunities to better respond to your customers or clients. You can also use your customer journey to help identify and engage your stakeholders. This will feed eventually feed into your action planning.

Engaging older people

Older people can be your most valuable resource and should be integral to your planning.

Involving older people in the decision-making process is at the heart of being age-friendly.

Start talking to older people about what your organisation might do differently. You can engage through traditional methods such as surveys or focus groups, or methods such as on the spot feedback forms, competitions or social media.

The eight WHO domains are a great way to structure your engagement. The **Sample survey of older people tool** (see page 38) can be used as an engagement mechanism and provides information useful to a baseline assessment.

It is important to choose a method, or methods, that enable you to evaluate any changes and, whatever methods you choose, it is important to model age-friendly behaviour from the outset.

Tips for engaging with older people:

- Be clear about your expectations and what you're looking for by asking questions. This is one of the most important factors in successful engagement. Don't promise things you can't deliver. Aim to be open and transparent as much as possible.
- Don't be condescending or patronising. Treat older people the way you would like to be treated and it will be a much better experience for everyone involved.
- Offer multiple ways for people to provide their input. Some people might prefer writing to talking. Others might prefer a social situation to a one-on-one conversation. Some groups of people, such as people with dementia and older men, can be more challenging to engage. Flexibility and being open to people's needs is crucial.
- Involve people in decision making. Engagement can cover a lot of different activities from providing information to asking for people's views, to having people involved on committees and working groups. Whatever method you choose, giving people the opportunity to contribute to the decision-making process will provide different perspectives and show the value placed on older people's views.
- Don't just talk to older people; remember to listen to them too. Discuss what changes you can make to accommodate their ideas and discuss alternatives for those you can't action.

Older People have been through all the experiences you have and more. They may have had their heart broken; struggled with finances; felt unheard during their youth; or followed their dreams to find success... and they lived through it all to tell the tale. Tap into the wisdom they have gathered over the years. Get them to share their stories. Just talk and listen.

Case study

Hosting story telling events or simply creating a safe, friendly space for people to express themselves and share a story, is a great way to engage with your community. This process requires you to listen to what older people say and allows you to ask questions that help identify what the community values, what they need and what gaps currently exist.

A great example of this was The Face of Ageing: a state-wide Queensland Seniors Week campaign coordinated by Council on the Ageing Queensland³⁰ (COTA Qld) in 2016. The event demonstrated how partnerships can be used to implement such initiatives, challenged the stereotypes of ageing and celebrated diversity through imagery and story collection.

Supported by the Brisbane City Council and held in partnership with The Ageing Revolution, a pop-up event was held in Queen Street Mall. Older people are among the most diverse in our communities and, based on the premise that a photo is worth a thousand words, people were asked to share the stories of their lives by taking ‘elfies’ (elder selfies) and sharing a bit about their experiences with ageing. More than 200 people were engaged and 38 stories were recorded. Participants were as diverse as the stories collected, with the youngest participant aged 22 years and the oldest two participants aged 94 years.

Here is a snapshot from the event:



Three things you can do right now to engage your stakeholders

1. Start the conversation and lead the way on age friendliness in your organisation

Share the **Age-friendly community toolkit** through formal channels, such as your staff/volunteer newsletter or intranet updates and include it as an agenda item at your next team meeting. Hear what your colleagues say and let their voices join yours in putting age-friendly strategies and actions firmly on the agenda.

TIP — Why not use the **Chatterbox tool**, (see page 45) to start the conversation?

2. Talk to older people

You'll understand the issues and perspectives of older people better when you put yourself in their shoes. Talking to older people is a great way to find out how you can improve your community's age-friendliness.

TIP — Check out the **Talking to older people tool** (see page 41).

3. Influence

Think about the people in your community who can make change happen such as Human Resource directors, thought leaders, managers and board members. The potential for change is stronger when you're strategic about who you get on board.

TIP — Read the section **Making the case for being age-friendly** (see page 6) so you can pitch the benefits.

Case study

The City of Melville in Western Australia has the second-highest number of people living with dementia compared with other local government areas in the state.

Melville is committed to being a part of an age-friendly, accessible and dementia-friendly community. As part of its strategy to develop an age-friendly community, the City of Melville collaborated with Alzheimer's Australia WA and Garden City Shopping Centre to establish a monthly Memory Café in the Shopping Centre.

The Memory Café³¹ provides an informal, social environment where people with dementia are welcomed. It provides the opportunity for people with dementia and their partners to make new friends while also learning about support services in the Melville area. These connections between people who each understand what the other is going through means they feel much more socially supported.

Additional links and resources:

Engaging with older people evidence review (www.google.com, search “Engaging with older people evidence review”)

Mistakes we make when communicating with elders (www.lifehacker.com.au, search “communicating with elders”)

The Memory Café (www.melvilletalks.com.au/coffea)

Age-friendly WA toolkit (lots of tips on focus groups with older people) (www.dlhc.wa.gov.au, search “age-friendly guide”)

Bingo and beyond (www.google.com, search “Engage with age bingo and beyond”)

STEP 3: Partner and connect

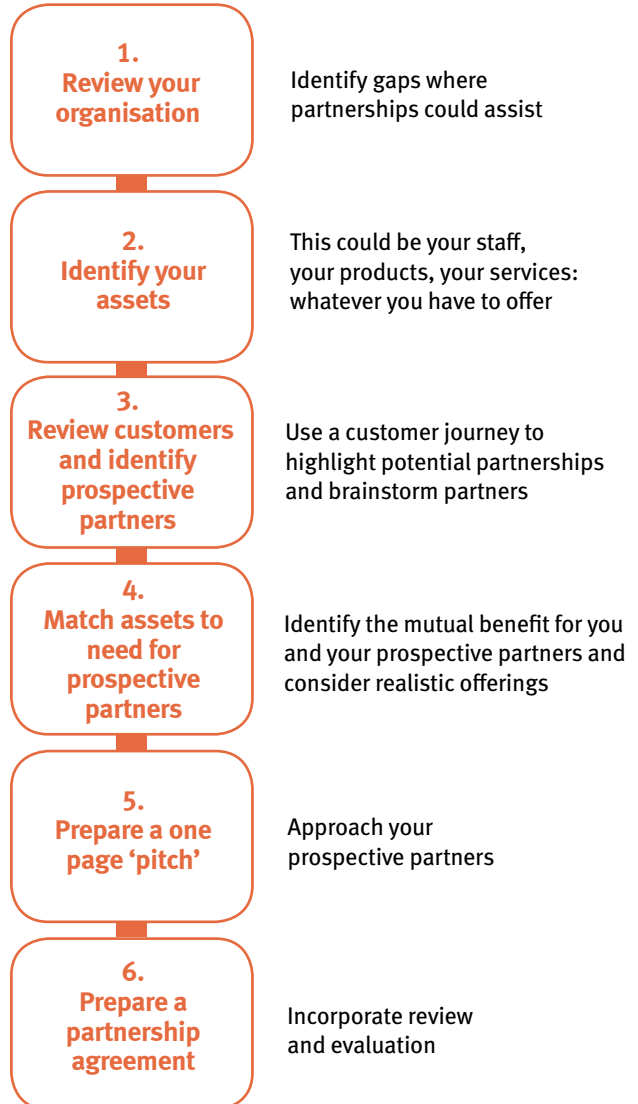
One of the key things to remember is that age-friendly communities do not occur in isolation. Working with others is vital to building an age-friendly community.

Partnerships, networks and connections will increase your ability to improve the age-friendliness of your organisation and community, while offering increased capacity to all partnership stakeholders.

Consider:

- Who do you currently partner with? Building partnerships from the ground up can take time. Existing partners may be a good way to get quick wins.
- What new partnerships can you establish to share the load?
- Collaborating internally – there may be other departments or people in your organisation working on initiatives that would benefit from an age-friendly approach. For example, the human resources, marketing and finance sections may be useful internal partners with mutual goals. You may need to consider how you overcome barriers to working together.
- What partnerships have you, or could you, form with older people? Working with older people is the most obvious way to get started with age-friendliness. For inspiration look at this European project on partnerships with older people³² to enhance health services.
- Another way to extend and enhance your actions is collaborating externally by finding other stakeholders who are developing their age-friendliness, or who would benefit from becoming more age-friendly. Your **Customer journey tool** (see page 37) can offer great insight into potential partners and how to engage with them.³³

Here's a useful framework that you can use to guide the development of your partnership strategy. This framework is based on an approach by the strategic marketing company, Partner2Grow.



TIP — There are many ways to collaborate with others. Check out our **Partnership types tool** (see page 42) for more information.

Additional links and resources:

European project on partnerships with older people (www.google.com, search “interlinks POPPs”)

Customer journey tool (see page 37)

Partner2Grow (<https://partner2grow.com>)

STEP 4: Develop an action plan

The action plan is a list of actions to be implemented to improve the age-friendliness of your organisation and community.

There are many advantages to taking a ground-up approach to age-friendly planning, including:

- Engaging with older people during the decision-making and assessment stages will identify issues that older people may have as clients/customers and provide realistic, practical solutions.
- Undertaking an age-friendly assessment will gather evidence about the impact of issues and policies, programs and services for older people and enable effective and equitable decision making.
- Age-friendly checklists and tools enable the improvement of predictability and minimise unintended consequences.

Before starting your action plan, check you have completed the following steps:

- assess your age-friendliness
- understand and engage your stakeholders
- partner and connect.

You will need all this information in your action plan.

Guiding principles

Effective age-friendly plans rely on several guiding principles, including:

- local community-based approaches that build on existing resources and are supported by a shared vision, high-level strategies, policies and government leadership
- engagement from local community members, policy makers, researchers and politicians, including local champions
- building local capacity, including the ability to map community services and infrastructure, and opportunities to influence change at the local level
- approaches that reflect the diversity of older people and respond to community members' real concerns and issues
- changing attitudes towards ageing to a positive view

Once you've completed the groundwork it's time to get your stakeholders together and start to co-design the action plan.

TIP — Get elected members and important stakeholders involved as early as possible because broad ownership will increase successful outcomes.

Use our **Sample action plan template** (see page 43) and **Sample action planning workshop questions** (see page 44) to get the conversation going. This process must be collaborative to be successful and sustainable.

TIP — Make your get-together fun. Consider techniques such as storytelling, games or competitions to stimulate ideas. The Gaddie Pitch, an ideas-generating strategy developed by Antony Gaddie, is a fun way to get people thinking.

THE GADDIE PITCH: ³⁴**1: Problem:**

Start with “YOU KNOW HOW...”
share a fact/problem or challenge
faced by your target customers.

For example: You know how more than
25 per cent of people aged 55 years and
over in our community find it hard to access
health services?

2: Solution:

Follow that step with
“WELL, WHAT WE DO IS...”
and explain the solution you
offer to the issue.

For example: Well, what we do is provide
flexible health care services tailored to this
age group.

3: Proof:

Start the last step with “IN FACT...”
and give a story or example that shows
how your organisation does this.

For example: In fact, we had 27 customers
aged 55 years and over last week who all
undertook a diabetes test using our flexible
needs initiative.

You should aim to agree on three to five action items for your plan. Ensure the outcome is a simple action plan with clear tasks, outcomes, timeframes and responsibilities, and that each entry is linked to the appropriate stakeholder/s.

In agreeing to your actions with your stakeholders, ask yourself these three questions:

1. Can the proposed actions be done within the given timeframe?
2. Can we measure what is done, can we conduct qualitative and quantitative tests to judge the level of success?
3. Do we have the resources to do this or can we bring them in?

If the answer to any of the above is NO, then put it in the ‘wish list’ and move on to the next idea. Don’t get stuck. Repeat the process until you have three ideas that are achievable and agreed.

Don’t forget to report back to everyone who has been involved in the process, both internal and external.

TIP — Choose three domains to focus on for the first stage of your action plan. Think about the domains that will have the most immediate or greatest impact in your community. Do this **before** you start your action plan.

Once your action plan is finalised you can move into the implementation. It’s now worth reconsidering your stakeholders and partners and how to keep them engaged during implementation. Reporting and evaluation will be the next phase.

Action planning case studies

The following examples show how two Australian communities have implemented age-friendliness. The examples are end-to-end and highlight the action planning process.

City of Clarence, Tasmania

Clarence is a city and local government area in the Greater Hobart area of Tasmania. The City of Clarence has a population of more than 54,000 and a median age of 41 years. In 2014, the City of Clarence was endorsed by the WHO as an Age-friendly City. This endorsement was the culmination of 10 years of involving, listening to and responding to older people. The City of Clarence's age-friendly strategies and outcomes are outlined in its Positive Ageing Plan,³⁵ which is renewed every five years. The Strategy is coordinated by a Positive Ageing Advisory Committee that includes older people and service providers.

Needs analysis

In 2007, the City of Clarence conducted a needs analysis to inform the development of its Positive Ageing Plan. The needs analysis involved community consultation including:

- focus meetings with more than 80 people
- Twenty forums with more than 300 community residents and service providers
- a survey of about 500 groups and organisations with a 52 per cent response rate; and
- a call for submissions to the Council.

The outcomes of the consultations were reviewed by the Positive Ageing Advisory Committee and contributed to the development of the first Positive Ageing Plan.

Actions

The 2012–2016 Plan identified actions and the progress against each action. The City of Clarence:

- produced five Get Going Guides as an information resource for leisure, living and learning opportunities for older people
- distributed 20 Spotlight on Seniors newsletters, each including a story promoting positive ageing role models in the community
- held four meetings each year with local communities to discuss new initiatives and ideas
- identified opportunities to increase volunteerism and hosted five volunteer recognition events acknowledging the achievements of older volunteers in the City which led to increased volunteer numbers in the Clarence Community Volunteer Service

- built on opportunities to collaborate across Council and with other groups and organisations, such as the Clarence Stronger Communities Group, to help contribute to community safety and sharing common places and spaces
- engaged with Council's Tracks and Trails and Disability Access Committees, sharing information and knowledge and working on projects of mutual interest.

Evaluation

In seeking to evaluate their outcomes and shape the forthcoming strategy, the City of Clarence circulated their list of achievements and the next draft plan to key stakeholders. The documents included a feedback sheet asking participants to identify the most-important issues to older people in the City of Clarence. This process took place over a six-month period and included the following actions:

- contacting approximately 200 relevant groups, organisations, peak bodies, networks and Council Special Committees by mail
- displaying the materials in five areas including the Council Office's foyer, a local shopping centre and activities centres
- holding a series of six face-to-face forums.

City of Melville, Western Australia

The City of Melville in Perth's south-west has an estimated population of 106,294. The City has been working towards an age-friendly community since 2007 and was endorsed by the WHO in 2010. Melville's approach is outlined in their *Directions from Seniors* strategy. The strategy aims to create an age-friendly city by promoting active ageing, removing and preventing barriers that people encounter as they age, and ensuring policies, services and structures related to the physical and social environment are designed to support older people.

A needs analysis (baseline evaluation)

To help plan its strategies for change, Melville undertook a needs analysis, or baseline evaluation, in 2007. The evaluation involved documenting the lived experience of older persons regarding what is, and what is not, age-friendly and what could be done to enhance the community or a city's age-friendliness. It involved focus groups and workshops with older people, carers and service providers.

The evaluation led to a *Directions from Seniors*³⁶ document that included a summary of the evaluation findings and recommendations for change. These recommendations were then embedded within the City's Strategic Community Plan and Corporate Plans.

Activities

The activities that arose from the *Directions from Seniors* report are extensive. They're detailed in reports available to the public on the City of Melville age-friendly web page.³⁷ Key actions communicated to older people include:

- continuing the popular South of the River Forums³⁸ in partnership with the Council on the Ageing to cover topics of interest, identified by older people
- establishing a Digital Hub³⁹ to provide older people with small group or one-on-one training in using smartphones, computers and learning about cyber safety
- establishing an Access Advisory Panel⁴⁰ to represent the views of people with disability, carers and older people for input into Council decisions

- establishing the MAFAB (Melville Age-Friendly and Accessible Businesses)⁴¹ network to give feedback to local businesses about increasing their age-friendliness
- working with the Garden City Shopping Centre, Coffee Fine Espresso, Alzheimer's Australia WA and Attitudinal Healing WA to host the very first Memory Cafe for people living with dementia.

Outcomes evaluation

Melville's age-friendly initiatives have been through three evaluation cycles during the past decade. The second evaluation began in 2010 and took place over two years. A decision was made to use a survey approach to ensure consistency of measurement across the two-year period. The survey focused on the domains in the Strategic Community Plan and WHO guidelines, particularly areas where there were problems previously. The survey was completed by 622 residents from varied age ranges, cultural backgrounds and suburbs within the City. Workshops were also held to obtain more qualitative data. The *Directions from Seniors Report for 2013–2017*⁴² outlines findings in relation to each of the domains and key achievements.

In 2017, Melville repeated its evaluation and is currently analysing the information to develop the *Directions from Seniors 2017–2022 Strategy*.⁴³ Melville will repeat the survey and use focus groups and stories to measure social impact with a focus on older people who face social isolation.

Additional links and resources

Gaddie Pitch guide (www.google.com, search "gaddie pitch guide")

Directions from seniors (www.melvillecity.com.au, "Directions from seniors")

Age-friendly City of Clarence (www.ccc.tas.gov.au/agefriendlycity)

STEP 5: Evaluate

Undertaking an evaluation is a helpful process in planning for change, monitoring progress, demonstrating results and justifying the use of resources.

In the context of age-friendly communities, evaluation is considered so critical that The American Association of Retired Persons (AARP) Network of Age-Friendly Communities⁴⁴ requires Network members to provide an evaluation report every five years to maintain membership of the AARP and WHO age-friendly networks.

The AARP Network adds that evaluation can assist in identifying:

- where progress was made
- where improvements are still required
- what barriers and enablers exist
- whether goals need to change.

Evaluation also offers the opportunity to celebrate successes, which in turn inspires momentum, commitment and creativity.

There are many ways to undertake evaluation. The following offers a useful approach.

1. Consider the form your evaluation will take.

Forms of evaluation include:

- **Needs assessment/baseline assessment.** This can help understand needs and plan for change. It also provides a useful snapshot of current circumstances so that outcomes can be monitored. This form of evaluation can also help create momentum for change by facilitating an understanding of why change is required.
- **Monitoring evaluation.** This is a repeat of some or all the parts of the baseline evaluation to monitor progress, celebrate achievements and refine actions.
- **Impact evaluation.** This is generally undertaken towards the end of a cycle of activity to determine outcomes and impacts.

These forms of evaluation fit well with the cycles of quality improvement that many businesses and organisations adopt.

2. Identify your evaluation approach.

- Approaches that are often used to evaluate age-friendly activities include:
- surveys and interviews
- workshops
- consultations
- forums.

3. Consider or confirm who will undertake the evaluation.

In some cases, an external evaluator might be considered. However, it is important to note that there is a movement towards evaluation approaches where there is extensive stakeholder participation and control. This approach is consistent with the WHO recommendation to prioritise the role of older people. Engaging older people in planning and undertaking your evaluation can provide valuable information about what works and what needs to change. Working with older people in this way can also demonstrate your commitment to age-friendly evaluation.

4. Document an evaluation report and communicate your findings to key stakeholders.

A report on your evaluation can also showcase your achievements which will enable others to learn from your achievements and demonstrate your leadership.

TIP — Celebrate and share your successes and achievements. There are existing networks that you might like to join to share your age-friendly journey and achievements.

Consider:

- registering your age-friendly initiative/s with the Queensland Office for Seniors to share and profile your age-friendly journey and learn from and connect with other like-minded communities. Contact: officeforseniors@communities.qld.gov.au.
- joining the Queensland Government Facebook page for Seniors⁴⁵ (www.facebook.com/qldseniors) and bookmarking the Queensland Government website for seniors (www.qld.gov.au/seniors).
- getting involved with the Council on the Ageing Queensland (COTA Qld).⁴⁶ COTA Queensland is working with governments, non-government organisations, businesses and seniors to promote age-friendly communities.

You can also promote your initiatives on your website, social media and in your community. Consider local, state or national conferences where you can showcase your work. You can prepare media releases and promotional material to show how your organisation is committed to age-friendliness.

The Queensland Government is committed to supporting organisations that take up the challenge to bring age-friendly to life in their community. If you can demonstrate your age-friendly initiatives are improving the quality of life and well-being for older Queenslanders, we will formally recognise your organisation as an Age-Friendly Champion and promote your program as best practice. Share your journey with us, undertake the age-friendly process planning steps detailed in this toolkit and provide us with evidence to demonstrate how your local approaches are changing lives.

The Queensland Government strongly encourages organisations, particularly local councils, to join the WHO Global Network for Age Friendly Cities and Communities to learn more about successful initiatives being implemented around the world. Go to the WHO website (www.who.int/ageing/projects/age_friendly_cities_network/en/) to find out more.

An evaluation framework

In this section, we provide you with an evaluation that you can tailor to your needs. The framework is not prescriptive and forms a cycle. When planning your evaluation, it is useful to think about whether you wish to apply for WHO status.

1. Define indicators

Identify the key change indicators to establish a common understanding among stakeholders about the key dimensions of age-friendliness that are valued and that can be used in setting and measuring goals and objectives. In 2015, the WHO developed a set of core indicators for monitoring and evaluating age-friendly urban environments. The indicators focus predominately on outcomes and impact indicators and are intended to be adapted to local contexts as has been done for the Queensland Government Age-friendly Indicators. They can easily be adapted to rural and remote contexts. The indicators relate to the key principles of equity, accessibility and inclusiveness which underpin the eight liveability domains. Use the indicators in the eight domains⁴⁷ as a guide for this.

2. Identify evaluation approaches

Using the indicators as a guide, identify how you will measure and evaluate changes to these indicators. You could consider, for example, a survey, interviews, a forum, workshops, focus groups or consultation.

3. Conduct baseline needs assessment

Now that you have your indicators and measurements, it's time to conduct your evaluation. Using a baseline needs assessment you will evaluate your current situation before you implement change strategies. If you include survey data in this, it will provide measures that will be a useful comparison to measure your achievements against. Including qualitative data such as interviews and group sessions will help provide information about what needs to change and how.

4. Undertake monitoring evaluation

A monitoring evaluation is basically a repeat of the baseline assessment, either in full or in part, to help track how you are progressing and what refinements need to be made. A monitoring evaluation could involve a smaller number of interviews or workshops to get feedback from stakeholders. It could also involve repeating some of the measures for areas where you are concerned improvements are not being made. Remember the aim of the monitoring evaluation is to help you check in on how you are progressing.

5. Undertake impact evaluation

Repeating the baseline needs assessment can help you identify your outcomes and impacts. This information will also help you plan your next cycle of improvement activities. The timing of an impact evaluation will depend on the activities you planned and when they are completed.

An impact evaluation will provide you with evidence of your achievements; this is important if you want the leadership you have provided to be recognised or if you want to communicate successes to your stakeholders.

Writing a report about your activities and evaluation is also very important in communicating achievements. Don't forget to include your inputs (human and other resources invested) and your outputs (lists or descriptions of activities) so that others can see what you have achieved.

6. Repeat the cycle

Creating an age-friendly community is something that needs to be maintained. Stakeholders come and go and progress needs to be maintained or built on. The impact evaluation can provide data that served the same purpose as the needs analysis — to identify new changes required.

Additional links and resources

Evaluating your age-friendly community program (www.google.com, search “Evaluating your age-friendly community program”)

A research and evaluation framework for age-friendly cities (<http://www.micra.manchester.ac.uk/research/projects-and-groups/inpau/research-activity>)

Age-friendly communities evaluation guide: Using indicators to measure progress (www.phac-aspc.gc.ca, search “age friendly evaluation guide”)

Measuring the age-friendliness of cities: A guide to using core indicators (www.google.com, search “WHO guide to using core indicators”)

Council on the Ageing Queensland (www.cotaql.org.au)

www.facebook.com/qldseniors

Evaluation case study

In this section, we outline a comprehensive evaluation report from New South Wales that clearly shows the evaluation methodology.

Lane Cove, New South Wales

The Municipality of Lane Cove is on Sydney's lower north shore and is just over 10 square kilometres in size.

In early 2014, the Lane Cove Council commenced the development of an Age-Friendly Lane Cove Strategy⁴⁸ in accordance with the requirements of the WHO Global Age-Friendly Cities and Communities Project. The purpose of this initiative was to assist Council to respond to the challenges of an ageing population and to foster an environment that promotes active ageing and community engagement.

The evaluation

Consultants were engaged to undertake a baseline evaluation and to use this information to develop an action plan which addressed suggestions for improvement. The project took a 'bottom up' approach where consultation with people aged 55 years and older formed the basis for the evaluation and strategy.

A baseline evaluation assessed age-friendliness through the eyes of the older people of Lane Cove and their carers. The evaluation was designed to inform the Council's action plan and to enable the evaluation to be repeated after three years to identify and measure what had changed.

The evaluation included a survey and consultations. Participants were asked to rate the Council's age friendliness, to make suggestions for change and how they might participate in implementing projects. A total of 479 people participated in the evaluation. The online survey included demographic questions and eight additional questions, each reflecting one of the eight domains using the following format:

- a short summary of the domain
- one question asking participants to rate the age-friendliness of the Council against the domain using a scale of 1 to 5 (poor to excellent)
- one question asking the participant to make suggestions for improvements in the domain that included a list of prompts relating to characteristics of the domain (see survey p. 210).

The consultations included community forums and workshops designed to be accessible for older people. Consultation included 13 general community forums, 11 focus groups and a workshop for senior Council staff. Participants were asked to discuss what worked and their ideas for improvement in relation to each of the domains.

The evaluation report summarises participants' comments and suggestions relating to each domain. It also includes the average score for each domain and percentages for each response rating. These measures will provide a useful comparison for Lane Cove's evaluation of their impact and outcomes over time. The evaluation report also provides suggestions for improvement and priorities for each domain.

The Council's website shows a clear link between the evaluation report and the 'Strategy for an Age-Friendly Lane Cove, 2014–2017' which includes goals for each domain. It was adopted by Council in June 2015. The website also includes an information booklet for community members which summarises the evaluation findings and outlines the Council's commitment to the age-friendly strategy. The Council's web page also outlines a commitment to provide community updates on a six-monthly basis.

Age-friendly examples

Age-friendly practices in Queensland

While there are currently no WHO-endorsed Age-Friendly Practices or Communities in Queensland, there are several communities with age-friendly initiatives.

Seniors Creating Change (Townsville)

Seniors Creating Change⁴⁹ is a grassroots group focused on older people who are empowering themselves to call for an end to elder abuse. The group sings in public places to raise awareness of the root causes of ageism and social isolation. The group was established in 2011 after receiving a grant from the Queensland Government Regional Arts Development Fund.

Its debut performance was as a 'flash mob' at Stockland Shopping Centre in Aitkenvale. This flash mob consisted of 30 older people. A video of the event published on YouTube has had more than 8000 hits and led to requests for performances across North Queensland. Performances have included: Harmony Day, North Queensland Museum of Tropical Queensland, Deadly Families Fun Day, World Day for Cultural Diversity, LGBTIQ Network Day, and the National Motorhome Rally.

Your wellbeing — your plan (COTA Queensland)

As part of its peer education program, COTA Queensland provided planning for wellbeing workshops run by older people for older people.⁵⁰ The one-hour workshops encompassed:

- the possibilities/advantages of staying well as people age
- options for increasing wellbeing
- getting community and aged care services on board.

The workshops assisted participants to unpack commonly used terms such as: wellbeing, active ageing, enablement, wellness and person-centred care. The workshops empowered participants by breaking down terminology and providing participants with tools to identify their priorities and goals and strategies for achieving them.

LGBTI Community Visitor Service (Queensland Aids Council)

The Queensland AIDS Council (QuAC)⁵¹ is an independent, community-based health promotion charity formed in response to the AIDS epidemic. QuAC works to promote the health and wellbeing of lesbian, gay, bisexual and transgender and intersex (LGBTI) people living in Queensland. QuAC is funded by the Commonwealth Department of Social Services to provide an LGBTI Community Visitor Service. The service matches trained volunteers to visit with older LGBTI people who feel alone or isolated from their community due to health, mobility or other issues. It supports older LGBTI people to stay connected with others through regular contact with their visitor for conversation, social support and/or outings. It operates alongside, but not in place of, other in-home care and support services that clients might receive or be looking to access.

This service is particularly important for older LGBTI people who fear that their loss of independence and reliance on aged care services will mean increased encounters with service providers who do not understand or respect their sexual orientation or gender identity.

Tech Savvy Seniors

The Tech Savvy Seniors Queensland Program⁵² is a partnership between the Queensland Government (led by the State Library of Queensland with support from the Department of Communities, Disability Services and Seniors) and Telstra. This partnership is enabling older people, particularly those in regional and remote areas of Queensland, to develop the skills and confidence to use technology for socialising, accessing important services or conducting personal business.

The program is helping older people to connect to and participate in the online world, with the objective of increasing digital inclusion, helping reduce social isolation, increasing access to online government information and services, and improving awareness and resilience to online fraud and financial abuse.

The program is encouraging older people to embrace information technology by offering free training through 30 local government library services and Indigenous Knowledge Centres across Queensland (2017–18). Older people can participate in diverse training sessions, including how to use a computer, laptop, tablet and smartphone classes. The training offered is fun, hands-on, and designed to assist older people with everyday online tasks relating to shopping, banking, business, communication and recreation.

Men's Shed Queensland

Men's Shed Queensland provides a safe, friendly and healing environment where men (with an average age of 70) can work on meaningful projects, build their social support networks and sense of belonging. In 2014, eight Queensland Sheds were coordinated by the Queensland Men's Shed Association⁵³ to each build one letter to form the iconic BRISBANE sign for the G20 World Leaders Conference. That same year, four friends from a couple of Queensland Men's Sheds got together with Arthritis Queensland to produce a video for men about living with arthritis.

The *All Power to You* video focuses on the main types of arthritis affecting men and includes broader health and wellbeing messages for men as they age.

Men's Sheds are great examples of age-friendly practices and the arthritis video shows the power of engaging older people in change.

Age-friendly practices and communities in Australia

The following Australian Age-Friendly Practices have been endorsed by the WHO. The innovations are all listed in the WHO Global Database of Age-Friendly Practices⁵⁴, which includes innovations from all around the world.

Age-friendly accessible business network (City of Melville)

The City of Melville's Age-Friendly Business (MAFAB) Network⁵⁵ works with local businesses to implement age-friendly and accessible initiatives to support the older population, including those living with dementia and people with disability. The MAFAB raises awareness at a business level of the strategies that can be implemented to improve the customer's experience and accessibility.

Businesses that join MAFAB are promoted on the City of Melville web page and on the MAFAB website. The City of Melville also supports MAFAB members through:

- training and support via workshops and forums
- access to the latest government and community initiatives
- one-on-one meetings and support from City of Melville staff
- information from other businesses about initiatives and strategies.

There are currently 11 MAFAB members including one local cafe that has set up a Memory Café for people with dementia, supported by Alzheimer's Australia WA.

Source: The Art of Ageing Exhibition.



The Art of Ageing exhibition (New South Wales)

The Art of Ageing exhibition⁵⁶ is a photographic display featuring older people in NSW. Each photograph is accompanied by the featured person's story, highlighting their experiences and reflections on ageing. The photographs and stories celebrate the value, experience and contribution of older people and challenges outdated perceptions of ageing.

The Art of Ageing exhibition was officially opened in 2016 and more than 700 people attended. Feedback from attendees confirmed that the exhibition challenges negative perceptions of ageing and older people, while inspiring a positive vision of ageing. The NSW Government then called on regional organisations in NSW to hold The Art of Ageing exhibition in 2017–18. The exhibition plans to tour regional NSW.

Challenging ageism – conversations with seniors (The City of Salisbury)

The City of Salisbury partnered with the Council on The Ageing South Australia (COTA SA) for Conversations with Northern Seniors⁵⁷ events to combat ageism and ensure older people had access to information, opportunities to be heard and responded to, and have processes in place to build their capacity to become community contributors and leaders. The conversations included bimonthly forums on diverse topics that directly affect the lives of older residents including sessions on ageism, rights, housing and road safety.

There are more than 130 registered members with 60 to 70 older people from a broad cross-section of the community attending forums. Participant feedback was exceptional, with 90–95 per cent of participants rating the forums as excellent. The information gathered at the forums informs policy development by COTA SA and guides City of Salisbury planning, particularly in the implementation of its Aged Friendly Strategy.

The Ageism Forum prompted some insightful suggestions to mitigate ageism within the community through collaborative, multilayered approaches. The key to this partnership has been the absolute commitment to reframe ageing through the engagement, participation and empowerment of older residents.

Local government professional age-friendly communities network (Western Australia)

The Department of Local Government and Communities in Western Australia has worked collaboratively with the local government sector and others to support the WHO Age-Friendly Communities Framework since 2007. This has included providing funding to 57 local governments to undertake the initial research and engagement to inform their age-friendly strategic planning. In late 2013, an age-friendly communities forum found that the sector was eager for a network to promote and support the approach in Western Australia. A further age-friendly forum and workshop followed in late 2014 and reiterated this desire. The Age Friendly Communities Network⁵⁸ was established in 2015.

The Age Friendly Communities Network aligns with the WHO framework and approach. Membership is open to local government and State Government representatives, COTA WA and the general aged care sector.

The Network holds regular professional development activities. In 2016, the Network hosted an Age-Friendly Communities Professional Development day for urban planners and community development professionals to share their experiences, examples of best practice and ideas for solutions to current barriers that both sectors come across about seniors' housing needs.

Seniors expo (Darwin)

The Council on the Ageing Northern Territory (COTA NT) organises an annual Seniors EXPO⁵⁹ and invites the contribution of seniors community groups, organisations, service providers, businesses with a seniors focus and local, Territory and Australian government agencies. The event attracts almost 1000 older people and is described by the Lord Mayor of Darwin, Katrina Fong Lim, as a “very special community event”.

The EXPO's theme is ‘age-friendly in practice’ which reflects COTA NT's aim to help create a Territory that is age-friendly. The EXPO is fun and lively, and provides the opportunity for older people to connect with each other, the broader community, to receive and provide information about activities, services and products, and showcase what they're doing in a ‘one-stop’ environment.

The event is supported financially and/or in kind by the Northern Territory government, local government, sponsors and participating groups, service providers and associations.

Room 105 — IT Clinic (Maroondah City, Melbourne)

Maroondah City Council and Ringwood Secondary College partnered to deliver the Room 105 pilot project whereby community members could receive free one-on-one tuition from students as part of the College's ‘Making a Difference to the Community’ curriculum.⁶⁰ Room 105 provided four sessions over a four-week period and 80 consultations were provided. This pilot project proved so successful that the clinic is now repeated monthly. The school provides the venue and the students and Maroondah's Active and Healthy Ageing Coordinator manage the project by facilitating registration, matching participant needs to student capacities, and delivering advertising and marketing campaigns.

This is the first project of its kind in the area where a school is providing a free community service that is not linked to the Victorian school curriculum. It is testament to building a community where intergenerational exchange can strengthen a community in a meaningful way. With most services, products and information now only available online, the project is helping older people to access that information, products and services.

End-of-life planning (Tasmania)

The aWake Before Death (ABD) project⁶¹ aims to engage people of all ages in the promotion and education of end-of-life planning in Clarence, Tasmania. Stories, music and the arts are all part of the project process.

The ABD project involves a partnership between Clarence City Council's Positive Ageing Network for service providers, the Clarence Positive Ageing Advisory Committee, the Clarence Community Volunteer Service, Fairway Rise Retirement Living Village, Salmutations — Music Therapy, Community Conversations and the Warrane Mornington Neighbourhood Centre. The group received a Better Access to Palliative Care Program grant through the Tasmanian Association of Hospice and Palliative Inc.

The group worked together with residents over seven months conducting conversations on death and dying, grief and bereavement and end-of-life planning. A moving film clip was produced as part of a suite of resources to promote awareness of death and dying and to encourage other communities to have conversations about end-of-life planning. The kit of resources is designed by the community group to be sustainable beyond the life of the project.

Tools and resources

The quick 10 questions

Mark your organisation on a Scale of 1 to 5 for each question. Add up your score and see how the toolkit can help your age-friendliness.

- 1. Are you aware of all the benefits of an age-friendly community?**
 - (1) Not at all
 - (2) A little
 - (3) Somewhat
 - (4) Quite a lot
 - (5) Very much aware
- 2. How often do you involve older people in the planning processes of services and products?**
 - (1) Not at all
 - (2) Not very often
 - (3) Sometimes
 - (4) Quite often
 - (5) All the time
- 3. How easy is it for older people to access your organisation, e.g. physical location, online, phone, email and so on?**
 - (1) Impossible
 - (2) Not that easy
 - (3) It's OK
 - (4) Fairly easy
 - (5) Very easy
- 4. How well does your organisation engage with older people?**
 - (1) We don't
 - (2) Not so well
 - (3) Quite well
 - (4) Well
 - (5) Very well
- 5. How much do you think your products or services take older people into account when being produced or sold?**
 - (1) Not at all
 - (2) Not very often
 - (3) Sometimes
 - (4) Quite often
 - (5) All the time
- 6. How often do staff in your organisation receive training on engaging with older people?**
 - (1) Never
 - (2) Not very often
 - (3) Sometimes
 - (4) Quite often
 - (5) On a regular basis
- 7. Does your organisation have a strategy to attract and retain older people as employees?**
 - (1) Not at all
 - (2) We sometimes think about this
 - (3) We have considered a strategy
 - (4) We have executed a few initiatives in this area
 - (5) We have a full strategy that we use
- 8. How likely would your organisation be to employ someone aged over 50 years?**
 - (1) Not at all likely
 - (2) Not very likely
 - (3) Somewhat likely
 - (4) Quite likely
 - (5) Very likely

9. Are you aware of the WHO's eight domains of age-friendliness?

- (1) Not at all
- (2) I know 1 or 2
- (3) I know 3 to 5
- (4) I know 6 or 7
- (5) Yes, I know all 8.

10. How much do you partner with other organisations to create an age-friendly community?

- (1) We have never partnered
- (2) We've thought about it but haven't done anything yet
- (3) We have ideas for partnerships and have reached out to some organisations
- (4) We have done a few partnerships
- (5) Partnerships are core to our organisation

If your score is between 40 and 50, congratulations! Your organisation really understands age-friendliness but there's always room for improvement. Check out the Evaluation section of our toolkit and make sure you're looking for ways to build on the good work already happening.

If your score is between 25 and 39, your organisation is on the way to being age-friendly. Consider using our assessment tools to highlight the age-friendly gaps in your organisation and devise solutions. You can also look at your lowest-scoring questions and read about the corresponding sections in the toolkit.

If your score is below 25, don't despair — our toolkit can help your organisation be more age-friendly. Use the **Chatterbox tool** (see page 45) to start a conversation about ageing in your workplace and then work through our toolkit from the beginning.

Look at your lowest scores on the quiz and see where you can improve your age-friendliness. Each question corresponds to a section in the toolkit.

QUESTION SECTION

- (1) Go to Making the case for being age-friendly
- (2) Go to Understand and engage your stakeholders
- (3) Go to Assess your age-friendliness
- (4) Go to Understand and engage your stakeholders
- (5) Go to 5 Steps to being age-friendly
- (6) Go to Understand and engage your stakeholders
- (7) Go to Develop an action plan
- (8) Go to Making the case for being age-friendly
- (9) Go to What is age-friendly?
- (10) Go to Partner and connect

Top tips for business

1. Design

- Consider the safety of older people in your business environment. Make sure aisles and walkways aren't cluttered and that there is enough room for wheelchairs or mobility scooters.
- Provide easily accessible toilets including a disability access toilet.
- Keep products where they can be reached or ensure there's an easy way to ask for them.

2. Experience

- Train staff to provide respectful and patient human contact in person and on the phone. Don't be condescending or patronising.
- Speak clearly and check that you've been understood. Train staff to recognise signs of hearing loss and/or dementia.
- Many older people complain about being invisible or ignored. Train staff to understand the value of older people and the benefit of taking an age-friendly approach to customer service.

3. Communication and marketing

- Minimise the use of jargon in your communication, especially when it comes to new technology, because some people may not be familiar with the language used.
- Think about your typeface and fonts. Try to use 12pt or above and avoid Serif fonts like Times New Roman.
- Consider how your signage helps people to navigate your business, ensuring it is clear and easy to read.
- Use easy-to-understand language and simple design across all your marketing. Steer away from pastel colours when targeting older people. Use colours that are bright, bold and easy to see.
- Depict positive images of older people in your marketing material. Many businesses neglect to include images of older people and miss the opportunity to market to them as a result.

4. Sound and lighting

- Look at your environment and consider how noise and lighting might affect the experience of older customers. As people age, many will experience a reduction in hearing and/or changes in vision.
- Avoid loud music and consider having music-free or reduced music hours during times when older customers are most likely to shop.
- Play a mix of music from different periods and styles.
- Think about having quiet areas in your business. For example, quiet tables or a private conference area.
- Have adequate lighting throughout the business but especially entrances, exits and hallways.
- Lights can be used under shelves to read labels or on tables to read menus. Lighting from directly above is best since it cuts down on shadows.

5. Comfort

- Provide access to seating and places to rest.
- Consider online or instore ordering and delivery to make it more convenient for older customers.
- Include spaces for serving people in mobility scooters or wheelchairs or people with a disability who may need to sit.

What other businesses are doing:

- Pharmacies provide magnifying glasses at checkouts for people to be able to read the script on their prescriptions.
- Banks are setting up cashiers and ATMs that can be used by someone in a wheelchair.
- Energy companies are designing easy-to-read accounts in large, clear fonts.
- Grocery stores have staff on hand to reach items on high or low shelves.
- Hairdressers, restaurants and tourist attractions offer seniors discounts.

Eight domains assessment checklist

(based on information contained in *Age-friendly Communities: A Western Australian Approach*, the *Age-friendly Neighbourhoods Guidelines and Toolkit for Local Government* and the *World Health Organisation Strategy, Towards an age-friendly world*)

Consider the following questions in relation to your community and start thinking about how you can provide different or better services for older people.

1. Outdoor spaces and buildings

Consider — The environment can make a massive difference to the quality of life of an ageing population.

- Does the environment feel safe?
- What is it like for older people to go into buildings such as government buildings or shops?
- Are outdoor spaces easily accessible?
- Are footpaths easy to walk on and wide enough for mobility scooters?
- Are multigenerational activities available?
- Do you offer outdoor seating with armrests and backs?
- What is it like for older people in your community to go outside of their home for a walk, to get some fresh air, run errands or visit family or friends?

2. Transport

Consider — Access to transport plays a significant role in keeping older people independent.

- Are there enough transport options to ensure older people can safely get to and from your organisation, or your events and other activities?
- What is the public transport system like for older people?
- What is it like for older people to drive in your community?
- What is it like for older people to access your products or services?

- What is it like for older people with limited sight, hearing, and/or mobility to use your products?
- Have you tested your services and products with older people?

3. Housing

Consider — Most older people want to grow older in their own homes.

- What kind of housing is available for older people living in in your community?
- If older people's needs change, what choices do they have for housing in their local area?
- Can your organisation affect housing choice?
- What options are there for multigenerational living in your community?
- Does your organisation offer services that support older people staying in their own homes longer?

4. Social participation

Consider — Social isolation is more damaging to the health of older people than smoking.

- Do you host events and/or community activities that consider and support the needs of older people?
- Do you offer seniors discounts or other incentives for older people and concession card holders?
- Do you offer opportunities for people of different ages, cultures and interests to socially interact?

5. Respect and social inclusion

Consider — People aged 50 years and over report feeling 'invisible'.

- How do you depict ageing in your organisation? Think about your promotional material and other resources.
- Are the people in your organisation who are responsible for providing information and services to older people helpful, courteous and trained to understand the needs of older people?
- In what ways do your employees show understanding of older people's needs?
- In what ways are older people included or not included in activities and events in your community?
- How easily can older people socialise in your community?
- Are there any intergenerational events or activities in your community?

6. Civic participation and employment

Consider — Older workers are considered by some employers to be those aged 45 years and over.

- Do you employ (or wish to employ) older people in paid employment or as volunteers?
- Are older people invited and encouraged to participate in boards, committees, advisory groups, and/or other governance structures in your organisation?
- How would you rate the participation of older people in other activities, such as education, culture, recreation, or spiritual activities in your community?
- Do your recruitment procedures: advertise in a range of sites and publications to attract a mixed age response; focus on skills and experience, not age; include people of different ages on the selection panel; ensure interviewers recognise the value of age diversity?

- Are older employees/volunteers able to access transportation to support their employment?
- Are older people involved in decision-making processes that affect them?
- Do you offer education, training, support and recognition for older employees/volunteers?
- Does your organisation offer a mentor program where older workers are encouraged to pass on their knowledge and expertise to less experienced workers/volunteers?

7. Communication and information

Consider — Is this easy to read?

- How well do older people get the information they need in your community, for example, about services or events? This can be information by telephone, radio, TV, email, social media, in print or in person.
- Does your organisation have large, clear signage for directions and other information?
- Is the information about your programs, products and/or services (such as your website, brochures) age-friendly? For example, are larger-sized font, easy to access or audio options available?
- Do your communication materials represent older people in an authentic way?

8. Community support and health services.

Consider — Ageism means older people are often seen as a burden or 'bed blockers' in the health system

- Are there specific health and community support services available to help older people in the community?
- Are health services providing services that are equitable for older people? For example, vaccination programs or exercise programs for older people.
- Do you offer an outreach service to older people who are at risk of isolation?

Business self-assessment tool

(adapted from Age-friendly Business in British Columbia)

How does your business stack up?

1) Safety: Consider people with reduced mobility, agility, and balance.

Outside space: access to your business is free of hazards.

- Footpath access from transit stop and parking areas is level and well maintained, with curb cuts where needed.
- Pick-up/drop-off areas are convenient, sheltered and clearly marked.
- Footpaths and carparks are well and evenly lit.
- Accessible and seniors' parking spaces are designated and enforced.
- Carparks and footpaths are promptly cleared of wet leaves, puddles and other hazards (including paths from carpark to footpath).
- Parking ticket machines have clear instructions and large print.
- Pavements are smooth, without cracks or dips and bumps.
- Entrances are kept clear of street furniture and other obstructions (such as tied-up dogs and clutter).
- Entrance doors open automatically or have access buttons; they stay open for long enough to get through.
- Buildings have at least one level entrance, with the threshold flush to the door.
- Doors are wide enough for wheelchairs.
- There is clearance by the door for a person waiting with a wheelchair or walker.
- Wheelchair access routes are well marked.

Inside space: customers can navigate without obstructions and distraction.

- Stairways have sturdy handrails on both sides.
- Stair edges are clearly marked.
- Flooring is non-slip and non-shiny.
- Necessary mats are securely fastened.
- Lifts to other floors are available and there are ramps for changes of level.
- Obstacles or hazards are clearly marked (e.g. step up, step down, automatic door, wet floor).
- Aisles are wide enough for two walkers or wheelchairs (approx. 1.4m), and uncluttered by displays.
- Location of lifts, bathrooms, customer service and other amenities and services are clearly posted; a store layout map is visible near the entrance.
- Most-popular items are shelved at medium height.
- Staff training about emergencies (warning and evacuation) includes consideration of older people and people with disability.

Excellent = 4 Good = 3 Fair = 2 Needs work = 1 N/A = does not apply

Your total: _____ ÷ Number of items that applied to your business: _____

= _____ your total score on outside and inside safety

2) Comfort: Consider customers with reduced mobility, agility and balance.

Provide for people with limited strength and stamina

- Sturdy, regular-height seating is placed in waiting or line-up areas.
- At least one service or checkout counter is accessible for customers in wheelchairs.
- Service counters have a place on which to hook a cane so it doesn't fall.
- There is a space by the entrance for customers to park scooters.
- In areas where customers sit for some time (e.g. restaurant tables), temperature is held at comfortable levels with no chilly air currents.
- An online or phone-in ordering/delivery service is available.
- Telephone has large-print buttons and amplification capabilities.
- Customer bathrooms are available.
- Bathrooms contain at least one accessible toilet cubicle and hand-washing area.
- Customers are offered assistance when taking items to their car.

Provide for people with poor sight or hearing

- Premises are well and evenly lit.
- Signage has legible fonts and good contrast (e.g. black on white).
- Printed or written materials (e.g. package labels, cash receipts and restaurant bills) have good contrast and readable font sizes.
- Staff speak clearly and at an appropriate speed, while looking directly at the person.
- Some staff are trained to assist customers who have vision or hearing challenges (e.g. reading labels and locating items).
- Sound systems for public announcements are loud enough, distortion free and not overused.
- A quiet space is provided for discussing private business such as medications or finances; staff are trained to move to those areas when necessary.
- The font sizes on your website can be increased.
- The website is easy to navigate.
- Background music is absent or low in volume.

Excellent = 4 Good = 3 Fair = 2 Needs work = 1 N/A = does not apply

Your total: ____ ÷ Number of items that applied to your business: ____

= _____ your total score on comfort for persons with strength/stamina concerns and sight and hearing concerns

3) Respect: Ensure all customers are treated with respect.

- Staff are trained to be friendly and patient with all customers and try to meet their needs.
- Staff are aware of avoiding condescending behaviours (e.g. speaking too loudly, speaking too familiarly —as in calling someone “dear” — or demonstrating impatience).
- Staff are encouraged to move to an area where they can more comfortably serve someone who may have trouble seeing, hearing, understanding or making their requests known.
- Errors and customer complaints are addressed promptly and courteously.
- Staff are trained in how to manage situations, such as a fall or an outburst, while preserving a person’s dignity.
- Staff can identify if a person is experiencing a medical emergency and can notify the appropriate service or authority.

Excellent = 4 Good = 3 Fair = 2 Needs work = 1 N/A = does not apply

**Your total: ____ ÷ Number of items that applied to your business: ____
= _____ your total score on respect for older customers**

4) A few extras that will increase the attractiveness of your business for older customers:

- Promotional material includes depictions of older people.
- Consumer research includes older people.
- Products and services are designed to include options for smaller households, smaller incomes and smaller appetites.

**Your total: ____ ÷ Number of items that applied to your business: ____
= _____ your total score on extras**

Total score

Enter your totals for each section:

1) _____ + 2) _____ + 3) _____ + 4) _____ = _____ your age-friendly business score

Scoring guide:

Outstanding = 20–24 Good = 15–19 Fair = 10–14 Needs work = 0–9

Customer journey tool

Customers or clients move through a series of phases when deciding on taking up a new service or product:

1. Contemplative: thinking about taking up a service or product
2. Awareness: of a service, product, or concept
3. Research: becoming more familiar with the service or product
4. Procurement: choosing to take up the service or product
5. Experience: how it feels once the service has been experienced/bought.

Mapping this journey for potential customers gives organisations a way to understand how their services and products might be experienced and where the opportunities might be for change or improvement.

In our example, we look at a product — community exercise equipment — often provided by local governments as a service to the community.

Customer	Contemplative	Awareness	Research	Procurement	Experience
<ul style="list-style-type: none"> Community Exercise Equipment Example Woman aged 65–70 years: “Maureen” 	<ul style="list-style-type: none"> Doctor advises more gentle exercise. Considers local gyms, yoga but feels not the right ‘fit’ 	<ul style="list-style-type: none"> Hears about community exercise equipment on neighbourhood Facebook group. The Facebook post includes a picture with people in Maureen’s age group using the equipment. 	<ul style="list-style-type: none"> Looks up location of community exercise equipment online. Notices equipment is located in a nearby park. Worries about safety in park. 	<ul style="list-style-type: none"> Talks with friends about going to park together. Organises a morning exercise session with friends. 	<ul style="list-style-type: none"> Likes the feeling of exercising outdoors. Realises that the park is quite busy during the day. Feels less worried about safety issues.

You can use our template to map your own customer journey(s) and feed it into your action plan.

Things to think about when doing your customer journey:

When we research our example customer — a woman aged 65–70 years — several issues are raised that could be improved through age-friendly considerations.

For example, addressing people’s concerns about safety, providing information to local information gatekeepers such as doctors, pharmacies and so on, as well as considering promotion and awareness on digital channels.

✓ **Actions:** What is the customer doing at each stage? What actions are they taking to move themselves onto the next stage?

“Maureen” is prompted by information online to find out more.

✓ **Motivations:** Why is the customer motivated to keep going to the next stage? What emotions are they feeling? Why do they care?

The Facebook post encourages Maureen to find out more information because she sees ‘herself’ in the accompanying image. Maureen is also motivated because she trusts her doctor’s advice.

✓ **Questions:** What are the issues preventing the customer from moving to the next stage?

For Maureen, she questions the safety of the park and talks to her friends. This helps her to move to the next stage.

✓ **Barriers:** What structural, process, cost, implementation or other barriers stand in the way of moving on to the next stage?

Safety could easily be a barrier to participation but Maureen is proactive. For other customers who are less motivated, this could be an opportunity for change; improving the perception of safety in the park, for example, by programming more structured activities.

Sample survey of older people

Use this survey tool to begin your baseline assessment process. Use it again during the evaluation process. Compare your results.

This survey asks about your perceptions of age-friendliness. Please circle your response to the statements and answer the questions in your own words.



Outdoor spaces and buildings

Our outdoor spaces and buildings make a positive contribution to older people.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people feel safe walking around.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions that could improve our outdoor spaces and buildings?

.....
.....



Transport

The public transport system is affordable.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

The public transport system is reliable.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

The public transport system is accessible.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions that could improve our transport system?

.....
.....



Housing

Affordable housing designed to meet older people's changing needs is available.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Well-located housing designed to meet older people's changing needs is available.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions to improve housing?

.....
.....



Social participation

Older people are supported to participate in events and social activities that support their needs.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions for improving social participation?

.....
.....



Respect and social inclusion

Older people are respected in the community.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people are included in community activities and events.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions to improve respect and social inclusion?

.....
.....



Civic participation and employment

Older people are supported to work in paid employment.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people are supported to take up volunteer positions if they choose to.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people are involved in decision-making processes that affect them.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions to improve civic participation and employment for older people?

.....
.....



Communication and information

Older people are provided with useful information.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people are provided with timely information.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Older people are provided with accessible information.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions to improve communication with and information for older people?

.....
.....



Community support and health services.

Community support and health services are available to enable older people to continue to live in their own homes.

Strongly disagree / Disagree / Neither Agree nor Disagree / Agree / Strongly agree

Question: Do you have any suggestions to improve community support and health services?

.....
.....

Thank you for completing our survey

Talking to older people tool

To help put yourself in older people's shoes, you can use focus groups to engage and better understand issues. Here are some suggested questions structured around the eight domains.

For each of the domains you could tell older people what you are hoping to achieve and then ask them about their experiences and suggestions.

Outdoor spaces and buildings:

We want our outdoor spaces and buildings to make a positive contribution to older people and we want older people to feel safe walking around.

- In relation to outdoor spaces and buildings, what do you think is working well?
- Do you have any suggestions to improve our outdoor spaces and buildings?

Transport:

We want to make sure the public transport system is affordable, reliable and accessible.

- In relation to transport, what do you think is working well?
- Do you have any suggestions to improve our transport system?

Housing:

We want to ensure that housing is appropriate, affordable, well located and designed to meet older people's changing needs.

- In relation to housing, what do you think is working well?
- Do you have any suggestions to improve housing?

Social participation:

We want to ensure that older people are supported to participate in events and social activities that support their needs.

- In relation to social participation, what do you think is working well?
- Do you have any suggestions for improving social participation?

Respect and social inclusion:

We want to ensure older people feel respected and included in community activities and events.

- In relation to respect and social inclusion, what do you think is working well?
- Do you have any suggestions to improve respect and social inclusion?

Civic participation and employment:

We want to make sure older people are supported to work in paid employment, or to take up volunteer positions if they chose to, and to make sure older people are involved in decision-making processes that affect them.

- In relation to employment, volunteering and decision making, what do you think is working well?
- Do you have any suggestion to improve civic participation and employment for older people?

Communication and information:

We want to make sure that older people are provided with information that is useful, timely and accessible.

- In relation to communication and information, what do you think is working well?
- Do you have any suggestions to improve communication and information for older people?

Community support and health services:

We want to ensure that community support and health services are available to enable older people to continue to live in their own homes.

- In relation to community support and health services, what do you think is working well?
- Do you have any suggestions to improve community support and health services?

Partnership types tool

Consider what type of partnerships best suit your organisation. There are many different types of partnerships.

Here are the most common and popular (adapted from <http://www.partner2grow.com/>)

Type	Definition
Affiliate	Agreement to promote and/or sell a partner's product or service in exchange for a commission, usually a percentage of the sale but this can also be a flat bounty (set fee per unit).
Benefit	Usually a simple marketing partnership. The offering of a value-add, competition prize, sample, giveaway, offer of discount, voucher or dollars off to your partner's customers in exchange for negotiated benefits such as promotional exposure.
Bonus	Most commonly, the purchase of loyalty points from an existing loyalty program which are awarded to your partner's customers when they make a purchase from you. Within airline and credit card loyalty programs they commonly cost about two cents per point or two per cent of the transaction size.
Cause marketing	Where a business aligns with a cause (such as a charity) to increase awareness or make a donation (as a percentage or flat fee) for every agreed item sold, e.g. Breast Cancer Foundation and Mt Franklin Water.
Co-marketing	A marketing practice where two companies cooperate with separate distribution channels, sometimes including profit sharing. This can include creating a new product, service or brand.
Content	The provision of expertise and valuable content by one partner such as 'how to' videos, educational workbooks, articles and other content that would be considered valuable and relevant by the other partner's audience. What can you offer, what do you want?
Distribution	A partnership designed to leverage the distribution channels of one partner by the other partner either through different channels or in different locations, e.g. David Jones and Shoes of Prey.
Licensing	Renting or leasing an intangible asset. Examples of intangible assets include a song, character, name or a brand. An arrangement to license a brand requires a licensing agreement. A licensing agreement authorises a company which markets a product or service (a licensee) to lease or rent a brand from a brand owner who operates a licensing program (a licensor).
Redemption	Traditionally a redemption partner is one that offers gift cards or merchandise at a wholesale rate, for sale by (usually) a partner operating a points-based loyalty program in exchange for its members' points. The points are calculated at the RRP of the item and a wholesale discount is provided.
Sponsorship	To support an event, activity, person, or organisation financially or through the provision of products or services. A sponsor is the individual or group that provides the support. Sponsorship is a cash and/or in-kind fee paid to a property (typically in sports, arts, entertainment or causes) in return for access to the exploitable commercial potential associated with that property.

Sample action plan template

(adapted from the AARP Action planning webinar on age-friendly communities, March 2015)

Actions	Responsible	Due date	Resources and support (financial, human, political, and other)	Potential barriers	Communication tactics	Indicators
What needs to be done with these tasks?	Who will be responsible for the task completion	By what date will the action be done?	Available resources	What individuals and organisations might resist? How?	What individuals and organisations should be informed about/informed about/informed with these tasks?	What indicators have been identified to measure progress?
Develop and promote computer training for older people	Library staff, Mentor — Up	10/1/2018	Youth organisations to support training program	Older people afraid to participate	Community and youth organisations, high schools, local businesses with volunteer interests, media	Number of training sessions provided, number of participants

Sample action planning workshop questions

You can use these questions in a workshop with either internal or external stakeholders and feed this information into your action plan.

- How do we make our community more accessible and user friendly for our ageing populations?
- How can we make our town more attractive for older tourists?
- How can we work with local businesses to create a more age-friendly community?
- How can we develop better products and services for this growing demographic, or improve on our current offering?
- How do we make our premises more attractive and accessible to the ageing population?
- How can we improve our bottom line and be more socially responsible by being age-friendly?
- How can we access funding to improve the age-friendliness of our organisation?
- How can we create partnerships with other like-minded organisations?

Chatterbox tool

Start the Conversation about Ageing

Use this chatterbox to start a fun conversation about ageing with your work colleagues and team.

Simply print out this page, cut out the chatter box and follow the instructions on how to fold it on the next page.

To play, select a colour and use the chatterbox to spell out the colour. Then select a question.

THINK ABOUT YOUR LOCAL COMMUNITY OR YOURSELF when answering these questions.

Housing
 How long do you think you will live in your current house?

Participation
 What are you looking forward to in the future?

Social inclusion
 What is your plan for when you finish working?

Communication
 Can you read this?

Transport
 What would you do if you could not drive?

Outdoors & Buildings
 How easy is it to find toilets and seating?

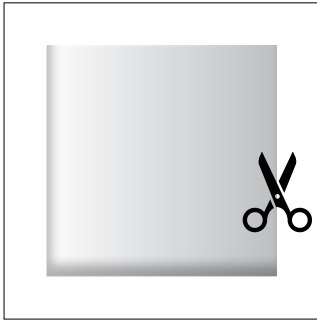
Health
 When you think of 'old' what do you see?

Work
 Are you confident about your financial future?

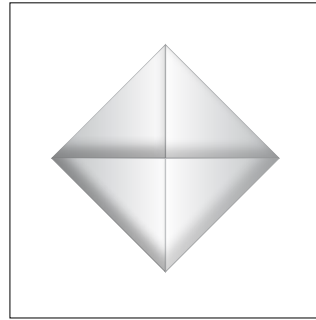
Chatterbox tool designed and developed by The Ageing Revolution



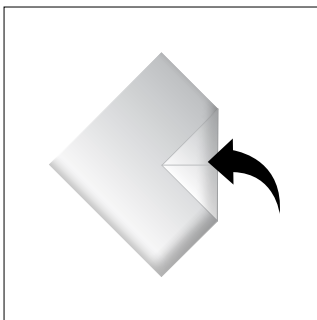
Chatterbox instructions



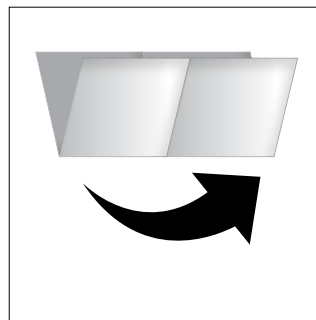
Step 1:
Cut out the square.



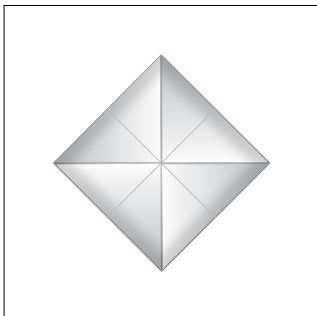
Step 2:
Fold all the corners into the middle. It will now look like this.



Step 3:
Turn and fold new corners back to meet the middle. Like this.



Step 4:
Fold in half to form a rectangle. Fold again to form a square.



Step 5:
Then open it. Now it should look like this.



Step 6:
Place the thumb and pointer finger of each hand into the folds and pinch, then push in until it pops up like this.

Designed and developed by The Ageing Revolution

Endnotes

1. Queensland: an age-friendly community (www.qld.gov.au/agefriendlycommunity).
2. Queensland Age Friendly Community action plan (www.qld.gov.au/agefriendlycommunity).
3. Image provided by <http://austowns.com/cardwell-4849/>
4. Tech Savvy Seniors gives older people new digital skills to help them stay involved in their communities (www.slq.qld.gov.au/whats-on/programs/tech-savvy-seniors-queensland).
5. Image provided by Queensland Government <https://www.qld.gov.au/seniors/>
6. Cura runs health and wellness events for its members in the Gold Coast region. (<https://www.mccgc.com.au/cura/>).
7. Image provided by CURA [www.CURA. https://www.mccgc.com.au/cura/](https://www.mccgc.com.au/cura/)
8. A guide to becoming a dementia-friendly community (https://www.fightdementia.org.au/sites/default/files/NSW_DementiaFriendlyGuide_Sept14.pdf).
9. Creating dementia-friendly communities: business tool kit (https://www.fightdementia.org.au/sites/default/files/Business_toolkit.pdf).
10. Creating dementia-friendly communities: tool kit for local government (<https://www.fightdementia.org.au/files/NATIONAL/documents/Dementia-friendly-communities-toolkit-for-local-government.pdf>).
11. <https://www.aihw.gov.au/reports/australias-welfare/australias-welfare-2015/contents/table-of-contents>
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19. Maritz, Alex and Zolin, Roxanne, *Senior Entrepreneurship in Australia: Active ageing and extending working lives*, International Journal of Organizational Innovation, September 2015, <http://www.ijoi-online.org/images/stories/SpecialIssues/AlexMaritzMonographFinal.pdf>
20. A guide to being an age-friendly business (<http://www.ageingwellinwales.com>, select “Age-friendly communities”, “Resources”).
21. http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf
22. http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf
23. http://www.who.int/ageing/projects/age_friendly_cities_network/en/
24. The Vancouver Protocol outlines what a city or community must do to become a member of the World Health Organisation Network (http://www.who.int/ageing/publications/Microsoft%20Word%20-%20AFC_Vancouver_protocol.pdf).
25. Ibid
26. If you’re a local or state government agency, the Age-friendly Neighbourhoods Guidelines and Toolkit for Local Government from South Australia provides an example of a comprehensive, regulatory-focussed assessment tool (<http://www.sahealth.sa.gov.au/wps/wcm/connect/e373ac0042a5706fa978edd8cec31b16/Age-friendlyGuidelinesLocalGovernment2012-PC-OFTA-20131218.pdf?MOD=AJPERES&CACHEID=e373ac0042a5706fa978edd8cec31b16>).
27. The Age-friendly Cleveland Assessment details the process the City of Cleveland, Ohio used to conduct surveys, online engagement and focus groups with more than 1000 older people (http://www.city.cleveland.oh.us/sites/default/files/forms_publications/7.11.2016Age-FriendlyClevelandAssessment.pdf?id=8401).
28. Australian Bureau of Statistics Census Data (<http://www.abs.gov.au/websitedbs/censushome.nsf/home/2016>).
29. Queensland Government Statistician’s Office (<http://www.qgso.qld.gov.au/index.php>).
30. Council on the Ageing Queensland (<http://cotaqld.org.au/>).
31. The memory café provides an informal, social environment where people with dementia are welcomed (<https://www.melvilletalks.com.au/coffee>).
32. European project on partnerships with older people to enhance health services (<http://interlinks.euro.centre.org/model/example/PartnershipsForOlderPeopleProjects>).
33. Partner2Grow offers a useful framework for businesses wanting to be partner-ready (<https://partner2grow.com/>).
34. The Gaddie Pitch (www.google.com, search “gaddie pitch guide”).
35. Clarence, Tasmania Positive Ageing Plan (<http://www.ccc.tas.gov.au/page.aspx?u=896>).
36. Melville’s Directions from Seniors document included a summary of the evaluation findings and recommendations for change (<http://www.melvillecity.com.au/community-and-facilities/seniors/directions-from-seniors>).

37. City of Melville Age Friendly webpage (<http://www.melvillecity.com.au/community-and-facilities/access-and-inclusion/melville-age-friendly-accessible-business-network>).
38. <http://www.melvillecity.com.au/news-and-events/community-events/south-of-the-river-forum-living-life-to-the-max>
39. Digital Hub provides older people with small group or one-on-one training in using smartphones, computers and learning about cyber safety (<http://www.melvillecity.com.au/digitalhub>).
40. Melville's Access Advisory Panel to represent the views of people with disability, carers and older people for input into Council decisions (<http://www.melvillecity.com.au/community-and-facilities/access-and-inclusion/access-advisory-panel>).
41. <http://www.melvilletalks.com.au/coffea>
42. Directions from Seniors report for 2013–2017 outlines findings in relation to each of the WHO domains and key achievements (http://www.melvillecity.com.au/newproxy/service/api/node/workspace/SpacesStore/dd337d7d-c211-4724-bda9-ac1062d5dc4a/Direction%20from%20Seniors%202013-2017/content/Direction%20from%20Seniors%202013-2017?alf_ticket=TICKET_1545db170a373d00b552348d34086f64975fb76f).
43. Melville's Directions from Seniors Strategy 2013–2017 http://www.melvillecity.com.au/newproxy/service/api/node/workspace/SpacesStore/dd337d7d-c211-4724-bda9-ac1062d5dc4a/Direction%20from%20Seniors%202013-2017/content/Direction%20from%20Seniors%202013-2017?alf_ticket=TICKET_fd6ff1a062327aacfa422f31e4d5c3163212c868
44. <http://www.aarp.org/livable-communities/network-age-friendly-communities/info-2014/an-introduction.html>
45. <https://www.facebook.com/qldseniors>
46. Council on the Ageing Queensland is working with governments, non-government organisations, businesses, and seniors to promote age-friendly communities.
47. http://www.who.int/kobe_centre/publications/AFC_guide/en
48. <http://www.lanecove.nsw.gov.au/Community/CommunityServices/Pages/AgeFriendlyLaneCove.aspx>
49. Seniors Creating Change is a grassroots group focused on seniors empowering themselves to call for an end to elder abuse (<http://www.seniorscreatingchange.org.au/>).
50. As part of its peer education program, Council on the Ageing Queensland provides 'planning for wellbeing' workshops run by older people for older people (http://cotaqld.org.au/programs_events/peer-education-program/your-wellbeing-your-plan/).
51. The Queensland AIDS Council (QAHC) is an independent, community-based health promotion charity formed in response to the AIDS epidemic that also works to promote the health and wellbeing of lesbian, gay, bisexual and transgender and intersex (LGBTI) people living in Queensland.
52. The Tech Savvy Seniors Queensland Program is a partnership between the Queensland Government (led by the State Library of Queensland with support from the Department of Communities, Disability Services and Seniors) and Telstra (<http://www.slq.qld.gov.au/whats-on/programs/tech-savvy-seniors-queensland>).
53. Queensland Men Sheds were coordinated by the Queensland Men's Shed Association (<http://www.qldmensshed.org/>).
54. The WHO Global Data Base of Age-Friendly Practices includes innovations from all around the world (https://extranet.who.int/datacol/custom_view_report.asp?survey_id=3536&view_id=6301&display_filter=1).
55. The City of Melville's Age Friendly Business (MAFAB) Network works with local businesses to implement age-friendly and accessible initiatives to support the older population, including those living with dementia and people with disability (<https://www.melvilletalks.com.au/mafab>).
56. The Art of Ageing exhibition is a photographic display featuring older people in NSW. Each photograph is accompanied by the featured person's story, highlighting their experiences and reflections on ageing (<https://www.facs.nsw.gov.au/participation-and-inclusion/the-nsw-ageing-strategy-2016-2020/whats-in-the-strategy-what-we-do/art-of-ageing>).
57. The City of Salisbury partnered with Council on The Ageing South Australia for 'Conversations with Northern Seniors' to combat ageism and ensure older people had access to information, opportunities to be heard, their ideas responded to, and processes in place to build their capacity to be community contributors and leaders (http://www.salisbury.sa.gov.au/Live/Community/Aged_Services/Age_Friendly_Strategy_2015_to_2020).
58. The WA Age Friendly Communities Network was established in 2015 (http://www.lgprofessionalswa.org.au/Lgmawa/Branches___Networks/LGMA_WA_Networks/LGMA_Age_Friendly_Communities_Network/Lgmawa/Branches___Networks/Networks/LGMA_Age_Friendly_Communities_Network.aspx).
59. Council on the Ageing Northern Territory organises an annual Seniors EXPO and invites the contribution of seniors community groups, organisations, service providers, businesses with a seniors focus and local, Territory and Australian government agencies (<http://www.cotant.org.au/information/seniors-expo/>).
60. Maroondah City Council and Ringwood Secondary College partnered to deliver the Room 105 pilot project whereby community members could receive free one-on-one tuition from students as part of its 'Making a Difference to the Community' curriculum (http://www.maroondah.vic.gov.au/files/assets/public/documents/strategies/active_and_healthy_ageing_initiative_year_1_report.pdf).
61. The aWake Before Death (ABD) project aims to engage people of all ages in the promotion and education of end-of-life planning in Clarence, Tasmania. Stories, music and the arts are all part of the project process (<https://www.awakebeforedeath.org.au/info>).



Contact us

We welcome feedback as well as suggestions on resources which could be included in this toolkit.

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