



**GREATER SHEPPARTON
POSITIVE AGEING
STRATEGY**

OCTOBER 2023 - OCTOBER 2027



TRADITIONAL OWNERS

We, Greater Shepparton City Council, acknowledge the Yorta Yorta Peoples of the land which now comprises Greater Shepparton, we pay our respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.



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Mayor's Message

Greater Shepparton City Council is pleased to present the Greater Shepparton Positive Ageing Strategy 2023-2027.

The development of the Greater Shepparton Positive Ageing Strategy (the Strategy) provides an opportunity to increase connection with Greater Shepparton seniors. This is particularly important post the Covid-19 pandemic, October 2022 flood event and significant government aged care reforms.



The Greater Shepparton Positive Ageing Advisory Committee (PAAC) was established by Council to provide a platform for the community and agency representatives to discuss and provide advice to Council on opportunities and challenges relating to positive ageing within the municipality. The PAAC has a strong role to play in leading and supporting the implementation of the Strategy.

Council undertook public consultation from February to March 2023 to engage with community members and groups to better understand the views, issues and opportunities related to ageing well in Greater Shepparton. The feedback collected during this consultation period helped shape the Strategy to ensure the community's priorities were recognised and addressed.

Our seniors represent 25 per cent of the Greater Shepparton population and are wide ranging in age, skills and experience. The one factor they all share is that they each contribute so much to our community. Many lead busy and active lives which see them working and volunteering in the community, taking part in group activities, and continue learning through education and short courses.

Council understands the value these community members bring to our region, and we hope the Strategy provides a comprehensive framework to offer them further support to enhance their well-being and quality of life. The Strategy outlines individual actions under four key themes with each being assigned a specific timeline.

We will continue to work with the community and local organisations to ensure our seniors receive support and opportunities to a positive and rich life and we will continue to celebrate and value the many contributions our seniors make.

Cr Shane Sali, Mayor
Greater Shepparton City Council

Positive Ageing Strategy

Introduction

In Greater Shepparton, older people play a significant role in our local community contributing to our social, economic and cultural prosperity. They bring with them experience and knowledge that contributes to the diversity of our region.

Over 17,000 residents are recognised as older people making up twenty five percent (25%) of Greater Shepparton's total population.

The Council Plan 2021-2025 aims to achieve our community vision of "a diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going. **"Together we are Greater!"** through five themes:



Under the theme of **Social Responsibility and Wellbeing**, Council has committed to the development of a Positive Ageing Strategy 2023-2027 (the Strategy).

Through the Strategy, Council strives to create an inclusive and age-friendly environment that fosters active participation, engagement and contributions from older people.

The Strategy has been developed as part of an integrated framework of Council Plans and Strategies that contribute to supporting older people, their carers and families across Greater Shepparton.

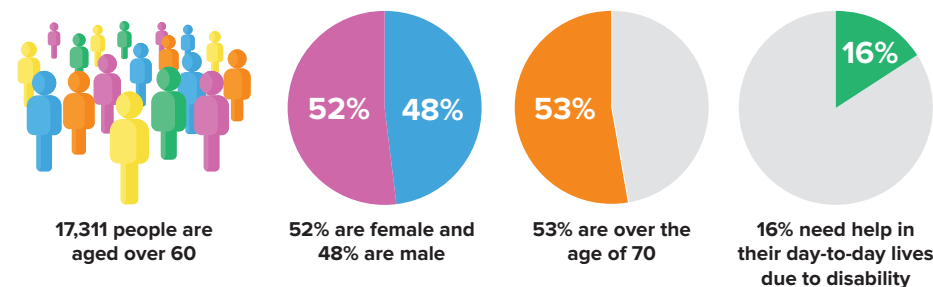
Aspiring to redefine how older people in the community are viewed, the Strategy aims to ensure greater recognition of the diverse talents, abilities and contribution of older people. It recognises that older people lead active and vibrant lives, engaging in work, volunteering, social and fitness activities as well as travel and learning.

The Positive Ageing Advisory Committee (PAAC) has played a vital role in the development of the Strategy, providing a platform where representatives of the older community provide advice to Council on opportunities and challenges faced by older people.

It is recognised the development of a new Positive Ageing Strategy was impacted by the Covid-19 pandemic and the October 2022 flood events. Council acknowledges that supporting the older people in the community happens every day through the implementation of the Council Plan and other key strategic documents.

Our Community

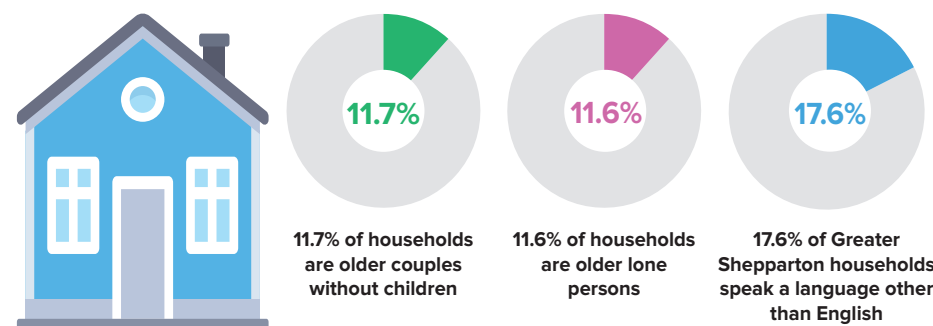
Older People in Greater Shepparton



It is estimated that by 2036 the number of people aged over 60 will increase to 21,785, accounting for 26% of the total population in Greater Shepparton.

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. [.id \(informed decisions\)](#)

Older person households (aged 65 years or older)



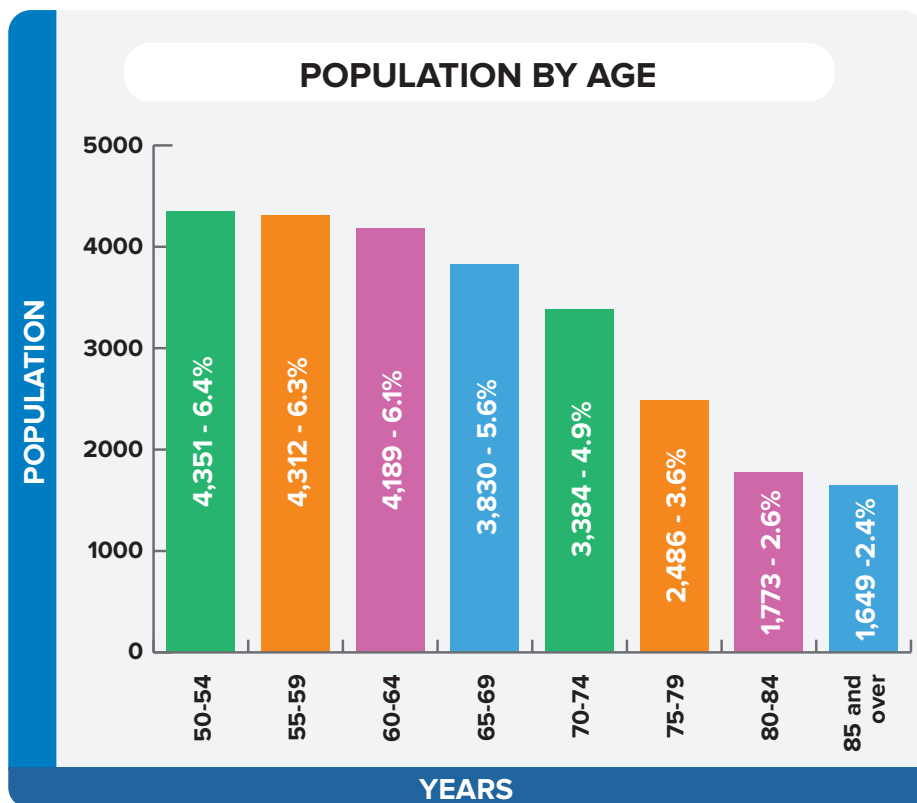
Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021. [.id \(informed decisions\)](#)

In Victoria, individuals aged 60 years and above are recognised as 'seniors,' while First Nations People are considered seniors from the age of 50 and above.

Source: [Victorian Ageing Well Action Plan](#)



Greater Shepparton older people demographics



Source: data based on 2021 Census <https://abs.gov.au/census/find-census-data/quickstats/2021/LGA2283>

Strategic Alignment

The Strategy has been developed following an extensive community engagement process, informed by best practice approaches to positive ageing. The Strategy aligns with the Victorian and National strategies for positive ageing.

The Strategy and four priority themes designed to align with the goals and priorities set out in Council's strategic plans. This approach allows for the Strategy to actively contribute to Council's overall vision, strengthening the connection between the Strategy and Council's broader strategic framework.

Greater Shepparton City Council - Whole of Organisation Strategic Plans		
Council Strategic Plans	Goals and Priorities of Council's Strategic Plans	Alignment to the Positive Ageing Strategy Priority Themes
Greater Shepparton Council Plan 2021 - 2025	A diverse, vibrant and connected community valuing accessible opportunities for everyone. We adapt and respond in a way that is innovative, sustainable and accountable. We acknowledge where we have been and look forward to where we are going.	<i>Theme 1 - Information and Communication</i> <i>Theme 2 - Social Connections, Activities and Services</i> <i>Theme 3 - Outdoor Spaces and Built Environment</i>
Greater Shepparton Universal Access & Inclusion Plan	Our People feel connected and included, and valued. Our people can participate in our built and natural environment.	<i>Theme 1 - Information and Communication</i> <i>Theme 3 - Outdoor Spaces and Built Environment</i>
Greater Shepparton Public Health Strategic Plan 2018-2028 & Action Plan	Community Participation Crime and Safety Recreation and Public Open Spaces	<i>Theme 2 - Social Connections, Activities and Services</i> <i>Theme 3 - Outdoor Spaces and Built Environment</i> <i>Theme 4 - Safety</i>
Greater Shepparton Climate Emergency Action Plan	Promote knowledge sharing and education on energy efficient and renewable energy technology, or alternative energy systems.	<i>Theme 1 - Information and Communication</i>



Council Strategic Plans	Goals and Priorities of Council's Strategic Plans	Alignment to the Positive Ageing Strategy Priority Themes
Greater Shepparton Movement and Place Strategy	<p>Safety - Ensuring residents and visitors can get around safely by all modes of transport.</p> <p>Society - Designing attractive public places which encourage social interaction.</p> <p>Equity - Supporting the needs of the widest possible range of users with varying travel requirements, incomes and mobility levels.</p>	<p><i>Theme 2 - Social Connections, Activities and Services</i></p> <p><i>Theme 3 - Outdoor Spaces and Built Environment</i></p> <p><i>Theme 4 - Safety</i></p>
Greater Shepparton Affordable Housing Strategy	Support community understanding, engagement and support for Affordable Housing.	<p><i>Theme 1 - Information and Communication</i></p> <p><i>Theme 3 - Outdoor Spaces and Built Environment</i></p>
Greater Shepparton Multicultural Strategy	<p>Valuing Cultural Diversity</p> <p>Accessing Opportunity</p> <p>Enabling Contribution and Participation</p>	<p><i>Theme 1 - Information and Communication</i></p> <p><i>Theme 2 - Social Connections, Activities and Services</i></p>
Greater Shepparton Reconciliation Action Plan (July 2023- July 2025)	<p>Relationships</p> <p>Respect</p> <p>Opportunities</p>	<p><i>Theme 1 - Information and Communication</i></p> <p><i>Theme 2 - Social Connections, Activities and Services</i></p> <p><i>Theme 4 - Safety</i></p>

In addition to the alignment with Council's strategic plans, the Strategy draws on valuable insights and guiding principles of the Victorian "Ageing Well in Victoria Action Plan" and the "National Strategy for an Ageing Australia."

Organisation/Department	Strategic Documents
Federal Government	Healthy Ageing: Development Research Report National Strategy for an Ageing Australia
Victorian Government	Victorian Ageing Well Action Plan

The development of the Strategy's four priority themes has been guided by the eight attributes outlined in the Ageing Well in Victoria Action Plan, the attributes are designed to support older Victorians to age well.

Ageing Well In Victoria Action Plan Eight Attributes Of Ageing Well	Alignment To The Positive Ageing Strategy Priority Themes
In touch with a changing world	<i>Theme 1 - Information and Communication</i>
Life has purpose and meaning	<i>Theme 2 - Social Connections, Activities and Services</i>
A positive attitude	
Connected to family, friends and society	
Able to manage health issues including mental health	
Able to get around	<i>Theme 3 - Outdoor Spaces and Built Environment</i>
Respected and respectful	<i>Theme 4 - Safety</i>
Safe and secure at home and financially	

Source: Adapted from the [Victorian Ageing Well Action Plan](#)



Collaborative Partnerships

Council recognises and values the vital role of key partners in supporting positive ageing and their collaborative partnerships to deliver on the actions of the Strategy.

Organisation/Department	Areas Of Responsibility Or Influence
Australian Government funded Aged Service Providers	National policy and funding of aged care sector, including My Aged Care, In-Home Support and other programs.
Victorian Government	State policy and funding. Seniors Festival, Positive Ageing Local Government Network, Health care services, residential care services, respite services.
Local Government	Council will provide planning and leadership to ensure the needs of the community are met and will establish a range of discretionary processes, including local laws, to guide certain activities that can occur within their municipality.
Libraries	Community connections through books, activities, clubs and events, movie nights, craft and coffee and information sessions. Multiple library locations throughout the district including a mobile library service.
Greater Shepparton Positive Ageing Advisory Committee (PAAC)	Promote community participation, consult and represent the needs of older people, provide advice and promote inclusion of older people.
U3A - University of the Third Age	Provider of adult community education for older learners including mental, physical and social involvement. Service provider representative on the Greater Shepparton Positive Ageing Advisory Committee.
Rumbalara Aboriginal Co-operative	Comprehensive service provision to aboriginal aged care and all of community. Connection to culture and whole of life care designed around community needs. Service provider representative on the Greater Shepparton Positive Ageing Advisory Committee.

Organisation/Department	Areas Of Responsibility Or Influence
Seniors Rights Victoria	Advocacy, education and protection for seniors.
Health Sector	Health providers, GP's, Allied health providing health solutions and information for all community.
Residential Care Homes	Accommodation, health and social providers, wellbeing providers for older people.
Community Based organisations and service clubs such as Neighbourhood Houses, Men's Sheds, Rotary, Kiwanis	Distribute information, social and wellbeing connectors, and working collaboratively to address localised issues with solutions.
Education and training providers such as Schools, Universities, TAFEs, U3A, Neighbourhood Houses, Community Houses	Deliver education and training options in both accredited and non-accredited formats and promote life-long learning and opportunities for common interest and social connection. Skills and jobs services such as employment, career and training pathway counselling.
Senior Citizens Clubs	Hosting social programs and providing information and collaboration opportunities.
Community centres and hubs	Hosting social programs and providing information and training opportunities that support older people to have positive experiences.



Developing the Strategy

Our Consultation Journey

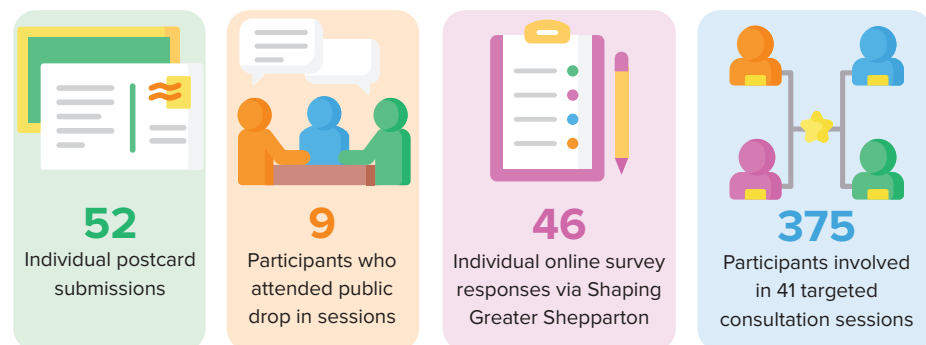
The Strategy was developed through a comprehensive community engagement process over an eight-week period from February 2023 to March 2023.

The engagement process included a series of more than forty consultation conversations with the community and stakeholders led by Council.

Members of the Greater Shepparton Positive Ageing Advisory Committee (PAAC) also participated in six sessions including U3A, Dookie Men's Shed, Shepparton Public Consultation session, Ukelele Group, Tatura Public consultation session and a dedicated PAAC consultation session.

Over 480 individuals across Greater Shepparton actively participated in the consultation process through various platforms, including:

- Surveys via Shaping Greater Shepparton and hard copies distributed through consultation sessions and partners
- Social Media
- Postcards or written submissions via drop boxes at various towns
- Public drop-in sessions
- Targeted consultation sessions



482
Total number of participants

The following questions were asked through the consultation:

- *What are the issues you would like to see addressed?*
- *What is the one priority you would like to see included in the strategy?*

The questions aimed to identify the community priorities for positive ageing in Greater Shepparton whilst also seeking idea and suggestions to enhance the experiences of older people in our region. The engagement of diverse stakeholders, including older people, their families and carers, aged care service providers and peak bodies, has informed the development of the Strategy.

What we heard

During the consultation process, a number of themes emerged. The themes have provided the guiding principles in the development of the Strategy.



Participants also shared specific challenges and concerns for older people, including:

- Social isolation
- Support for carers
- Digital barriers and cyber safety
- Language barriers
- Accommodation
- Support in navigating the aged care system

Responding to What We Heard

Themes and Actions

The Strategy vision has been created as a result of incorporating the perspectives, diverse needs, priorities and aspirations shared by older people, the community and stakeholders throughout the consultation process.

Four key priority themes emerged from what we heard. These themes have formed the basis for the development of the Action Plan to respond to what we heard.

An Action Plan has been developed under each priority theme to guide Council's work.

The Positive Ageing Strategy Vision

We strive to create an inclusive and age-friendly environment that fosters active participation, engagement and contributions from our older people.

The Priorities September 2023 - September 2027

THEME 1

INFORMATION AND COMMUNICATION

Our ageing community wants to be well-informed about services, programs and activities through a range of communication channels.

THEME 2

SOCIAL CONNECTIONS, ACTIVITIES AND SERVICES

Our ageing community wants access to inclusive social connections, diverse programs, services and activities that promote healthy and active lifestyles and celebrate the contributions of older people across Greater Shepparton.

THEME 3

OUTDOOR SPACES AND BUILT ENVIRONMENT

Our ageing community wants to prioritise safety and improve accessibility of outdoor spaces and the built environment.

THEME 4

SAFETY

Our ageing community wants to create a future where safety takes precedence, where pedestrian crossings are improved, streets are well-lit and footpaths are enhanced. The ageing community wants us to raise awareness about domestic violence, elder abuse, hoaxes and cyber fraud prevention to foster a secure environment for everyone.

Council's role

Council has multiple roles to play in implementing the actions, ensuring the successful realisation of the Strategy. These roles include:

Leader: Working closely with internal and external stakeholders, proactively identifying and responding to community needs through facilitation, negotiation, and advocacy.

Planner: Conducting research, providing information and expertise and planning approaches to effectively respond to community needs.

Collaborator: Actively engaging in networking with community organisations and government agencies, forming partnerships to undertake projects that deliver tangible positive outcomes for the community.

Capacity Builder: Strengthening the capabilities of local community groups and agencies, empowering them to effectively meet the needs of the community.

Provider of Facilities or Programs: Offering a diverse range of welcoming facilities and actively supporting and delivering programs that address the community's cultural, social and recreational needs.

Council's role will also include supporting and regularly engaging with the PAAC. The PAAC will play a valuable role in continuing to provide a platform where older people can express their opinions and actively contribute to shaping policies and initiatives that promote positive ageing within the community.

Implementation

An Annual Implementation Plan will support the implementation of the Strategy actions. The Annual Implementation Plan will be monitored and evaluated in partnership with the Positive Ageing Advisory Committee (PAAC) and led by Council officers. A report will be provided to Council on an annual basis.

To support the implementation of the Strategy, each action outlines the Council's role, the responsible officer, and the timeline for delivery. The Positive Ageing portfolio is currently resourced by a part-time Council Officer.

Budget and Resource Considerations

To ensure transparency around the resource, budget and timelines required to deliver on the Strategy the following methodology will be used to determine priorities on an annual basis. Each action in the Strategy includes a reference to the following criteria.

Budget Key

Budget Symbol	Budget Range
Low	\$0 - \$5,000
Medium	\$5,000 - \$10,000
High	\$10,000 - \$30,000

Budget Description
Existing Operational/Capital Budget
Requires Internal Funding
Grant Funding - Confirmed
Requires External Funding - External Grants

Resource Intensity

The resource intensity model is used to evaluate the resource requirements for delivering the actions included in the Strategy.

Resource Intensity	Description
Low	Can be completed within normal operational roles and existing resources without significant planning or resource allocation.
Medium	Requires planning and consideration to enhance existing or development of new programs or initiatives, requires moderate resource allocation, and may involve coordination between departments, teams, or other stakeholders.
High	Requires dedicated time and effort for the development of new or broader programs or projects, substantial planning and resource allocation, collaboration across multiple departments or external stakeholders, and may have a longer timeframe for completion.

Timeline Key

Timeline	Years
Short Term	1
Medium Term	1-2
Long Term	2-4
Ongoing	1-4

Our Positive Ageing Strategy Action Plan 2023 - 2027

1

Information and Communication

Our ageing community wants to be well-informed about services, programs and activities through a range of communication channels.

Actions	Council's Role	Responsible Officer	Budget	Resource Intensity	Timeline
1.1 Develop a range of strategies and methods to disseminate timely information on programs, activities and services accessible to older people, their families and carers in Greater Shepparton.	Leader Planner	Project Officer - Diversity	Low - Existing Operational/ Capital Budget	Low	Ongoing
1.2 Review Council's approach to its broader communication program to ensure it celebrates/ reflects our older people in a positive manner.	Planner	Manager - Communications and Engagement	Low - Existing Operational/ Capital Budget	Low	Medium Term
1.3 Continue to support the advancements of the Positive Ageing Advisory Committee to provide timely and informed advice to Council on opportunities and challenges relating to positive ageing within Greater Shepparton.	Collaborator	Project Officer - Diversity	Low - Existing Operational/ Capital Budget	Medium	Ongoing
1.4 Promote opportunities for older people to engage in meaningful employment and education opportunities.	Collaborator	Project Officer - Diversity	Low - Existing Operational/ Capital Budget	Low	Ongoing



Theme 2 Social Connections, Activities and Services

Our ageing community wants access to inclusive social connections, diverse programs, services, and activities that promote healthy and active lifestyles and celebrate the contributions of older people across Greater Shepparton.

Actions	Council's Role	Responsible Officer	Budget	Resource Intensity	Timeline
2.1 Partner and lead on opportunities to increase participation for older people in social connection, volunteering, accessing support, and participation in a broad range of opportunities enabling older people to contribute and feel valued.	Collaborator Leader	Project Officer - Diversity	Low - Existing Operational/ Capital Budget	Low	Ongoing
2.2 Work with partners to design, deliver and support an annual program of events and activities as part of the Victorian Government's Seniors Festival in Greater Shepparton.	Collaborator	Project Officer - Diversity	Medium - Existing Operational/ Capital Budget	High	Ongoing
2.3 Promote, acknowledge and celebrate the contributions older people make to the community and reflect this within broader Greater Shepparton campaigns and communication strategies.	Leader	Manager - Marketing and Communications	Low - Existing Operational/ Capital Budget	Medium	Ongoing
2.4 Design and deliver physical, mental well-being, and social engagement that supports healthy ageing for older community members.	Provider of Facilities or Programs	Manager - Active Living	Medium - Existing Operational/ Capital Budget	Low	Ongoing
2.5 Promote and provide intergenerational opportunities to capture and share stories of older people.	Leader Collaborator Capacity Building	Project Officer - Diversity	High - Requires External Funding - External Grants	Medium	Medium Term

Theme 3 Outdoor Spaces and Built Environment

Our ageing community wants to prioritise safety and improve accessibility of outdoor spaces and the built environment.

Actions	Council's Role	Responsible Officer	Budget	Resource Intensity	Timeline
3.1 Enhance accessibility by prioritising accessible parking and infrastructure, ensuring easy navigation of and convenient access to essential services for older community members.	Provider of Facilities or programs	Manager - Infrastructure Maintenance	High - Requires External Funding - External Grants	Medium	Medium Term
3.2 Promote opportunities to engage and share information with older people on housing -related initiatives in Greater Shepparton.	Leader	Manager - Building, Planning and Compliance	Low - Existing Operational/ Capital Budget	High	Ongoing
3.3 Create safe and enjoyable outdoor spaces for older people by focusing on well-maintained and well-lit walking paths with seating options, fostering their overall well-being, promoting physical activity and encouraging social interaction.	Provider of Facilities or programs	Manager - Parks, Sport and Recreation	Medium - Existing Operational/ Capital Budget	Low	Ongoing
3.4 Advocate for improved public transport services for Greater Shepparton residents through the Greater Shepparton Public Transport Audit.	Leader Planner Capacity Builder	Manager - Building, Planning and Compliance	Medium - Existing Operational Budget	Medium	Short Term



Theme 4

Safety
 Our ageing community wants to create a future where safety takes precedence, where pedestrian crossings are improved, streets are well-lit, and footpaths are enhanced. The ageing community wants us to raise awareness about domestic violence, elder abuse, hoaxes and cyber fraud prevention to foster a secure environment for everyone.

Actions	Council's Role	Responsible Officer	Budget	Resource Intensity	Timeline
4.1 Progress the planning and delivery of bus shelters, footpaths, seating, lighting, road crossings, signage, charge points and other infrastructure that will support the mobility of older people with safety and confidence.	Planner Provider of Facilities or programs	Manager - Building, Planning and Compliance	Medium - Existing Operational/ Capital Budget	Medium	Ongoing
4.2 Build community resilience by partnering and leading on focused initiatives that facilitate greater understanding and knowledge of health and wellbeing topics specifically tailored for older people.	Leader Collaborator	Project Officer - Diversity	Medium - Requires Internal Funding	Medium	Ongoing
4.3 Support older people in planning and preparing for various disasters and critical incidents.	Planner Collaborator	Emergency Management Coordinator	Low - Existing Operational/ Capital Budget	Medium	Ongoing





GREATER
SHEPPARTON

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Join the conversation:    

Greater Shepparton City Council is NRS friendly. If you are deaf, hearing-impaired, or speech-impaired, we ask that you call us via the National Relay Service:

TTY users: 133 677 then ask for (03) 5832 9700.

Speak & Listen users: (speech-to-speech relay) 1300 555 727 then ask for (03) 5832 9700.

Internet relay users: Connect to the National Relay Service via www.relayservice.com.au and then ask for (03) 5832 9700.

A hearing loop is also available at Council's customer service centre and Council meeting rooms.



Interpreter service available.