



CITY OF BALLARAT  
**Ageing Well in  
Ballarat Strategy  
2022–2026**





—  
The City of Ballarat acknowledges the Traditional Owners of the land we live and work on, the Wadawurrung and Dja Dja Wurrung People, and recognises their continuing connection to the land and waterways.

We pay our respects to their Elders past, present and emerging and extend this to all Aboriginal and Torres Strait Islander People.



# Table of Contents

<b>Message from the Mayor</b>	<b>4</b>
<b>Introduction</b>	<b>5</b>
<b>The City of Ballarat Inclusion Framework</b>	<b>6</b>
<b>Our Vision</b>	<b>8</b>
<b>Our commitment</b>	<b>9</b>
<b>Our over 55 population in Ballarat</b>	<b>10</b>
<b>What does Ageing Well look like?</b>	<b>12</b>
<b>City of Ballarat's role</b>	<b>13</b>
<b>Ageing Well in Ballarat</b>	<b>15</b>
> What the community told us	16
> Our age friendly approach	16
> The WHO Age Friendly Cities and Communities framework	16
<b>Focus area 1: Places, Spaces and Buildings</b>	<b>17</b>
<b>Focus area 2: Transport</b>	<b>18</b>
<b>Focus area 3: Housing</b>	<b>19</b>
<b>Focus area 4: Social Participation</b>	<b>20</b>
<b>Focus area 5: Respect and Social Inclusion</b>	<b>21</b>
<b>Focus area 6: Civic Participation and Employment</b>	<b>22</b>
<b>Focus area 7: Communication and Information</b>	<b>23</b>
<b>Focus area 8: Community Support and Health Services</b>	<b>24</b>
<b>Focus area 9: Leadership and Advocacy</b>	<b>25</b>
<b>Implementing our approach</b>	<b>26</b>
<b>Conclusion</b>	<b>27</b>

# Message from the Mayor of Ballarat



The Ageing Well in Ballarat Strategy lays out our community’s vision and priorities for Ballarat’s residents aged 55 years and over and for being an inclusive city for all people that live, work and play here.

Our strategy is informed by what the ageing community in Ballarat have told us is important to them through our community consultation and engagement spanning five years, from 2018 to 2022.

This strategy outlines our roadmap for delivering this vision over the next four years. It states very clearly what the City of Ballarat will do to ensure Ballarat is an age friendly city for all our community members. The focus is on providing leadership, fostering a community that is accessible, inclusive and connected, practising good governance and advocating for our community. We are committed to making informed decisions based on the best available evidence and community engagement and will work in partnership with our community to deliver our services, programs and information.

The strategy is aligned with the City of Ballarat’s commitment to whole of community benefits and collaborating with our many residents, partners and stakeholders across Ballarat. It provides a focus on the needs, interests and aspirations of people aged 55 years and older.

Growing older is a lifelong process. As we age, we gather a lifetime of knowledge, skills and life experience which is highly valued and should be celebrated and shared. We recognise the significant contribution that our ageing residents make to the fabric of our community. We are committed to supporting and empowering them to feel confident to participate fully in life however they choose.

We sincerely thank every individual and group who provided input into this process – your participation reflects an engaged and empowered community.

We look forward to implementing the Ageing Well in Ballarat Strategy and achieving outcomes that will ensure our ageing community members continue to be highly valued members of our community

A handwritten signature in black ink, which appears to read 'Daniel Moloney'. The signature is fluid and cursive, written over a light grey background.

**Cr Daniel Moloney**  
**Mayor, City of Ballarat**

# Introduction



This strategy has been developed to guide City of Ballarat to respond to the current, changing and emerging needs of our residents aged 55 years and over and to identify its future focus and priorities for our community.

People worldwide are living longer, and Ballarat is following this trend. Our ageing residents are a significant and growing part of our community and over the next 15 years almost one quarter of our municipal population will be over 60 years of age. City of Ballarat recognises the value of these residents with their diverse and dynamic capabilities and experiences and as an important part of the fabric of our history and community.

Growing older is a lifelong process. As we age, we gather a lifetime of knowledge, skills and life experience which is highly valued and should be celebrated and shared. City of Ballarat is committed to creating supportive environments that foster healthy and active ageing including planning for and responding to the diverse and emerging needs of our ageing community.

Aligned with City of Ballarat's commitment to whole of community benefits and collaborating with our many residents, partners and stakeholders across Ballarat, this strategy provides a focus on the needs, interests and aspirations of people aged 55 years and older.



# **The City of Ballarat Inclusion Framework**

**The City of Ballarat has developed an Inclusion Framework to guide our inclusion work across a range of priority groups. This involves a whole-of-organisation approach to inclusion. It also involves understanding that people often fit in to several priority groups and that we need to address the many ways that people face discrimination and exclusion.**

**This plan forms part of the Inclusion Framework.**

# The City of Ballarat Inclusion Framework

## Our vision for inclusion

Ballarat is an inclusive city where diversity is not only accepted but welcomed and celebrated.

Our city values the contribution of all people and our spaces, places, programs, events and services are designed to be welcoming and accessible to all.

We recognise that not everyone has the same experience and we work to make sure that people receive the support they need to ensure that no one is left behind.

## Inclusion principles

 **Our diversity is our strength**

 **Equity**

 **Intersectionality**

 **Diversity and inclusion is business as usual**

 **Strong partnerships**

 **Inclusive engagement**

## Areas for action



## Priority groups and plans

<p><b>Children and families</b></p> <p>Municipal Early Years Plan 2022-2026</p>	<p><b>Young people</b></p> <p>Youth Strategy 2022-2026</p>
<p><b>Older people</b></p> <p>Ageing Well in Ballarat Strategy 2022-2026</p>	<p><b>Women</b></p> <p>Gender Equality Action Plan 2021-2025</p>
<p><b>Aboriginal and Torres Strait Islander People</b></p> <p>Reconciliation Action Plan 2022-2024</p>	<p><b>LGBTIQA+ people</b></p> <p>LGBTIQA+ Inclusion Plan 2022-2026</p>
<p><b>People from diverse cultural and religious backgrounds</b></p> <p>Intercultural Plan 2022-2026</p>	<p><b>People with disability</b></p> <p>Disability Access and Inclusion Plan 2022-2026</p>
<p>There is currently no separate plan for the financially vulnerable priority group. This group is considered in the development of each of the plans above.</p>	

## **> Our vision**

**Ballarat: the place to live, work, play, learn and age well.**

**We want to create an age-friendly community where people feel valued, connected, included, and respected and feel confident to participate fully in life however they choose.**



# Our commitment

## City of Ballarat is committed to creating an age friendly community for our residents.

According to the World Health Organisation (WHO), an age friendly community is “an inclusive and accessible community environment that optimises opportunities for health, participation and security for all people, in order that quality of life and dignity are ensured as people age.”

Our commitment is also closely aligned with City of Ballarat’s Health and Wellbeing Plan 2021- 2031, which aims to optimise health and wellbeing across all ages and stages of life and aspires to create a connected, engaged and inclusive community, living safely and sustainably, with residents who are active, healthy and resilient. It also reflects City of Ballarat’s commitment to a healthy, connected and inclusive community as articulated in the Council Plan 2021 – 2025 and is closely linked to other current and evolving plans and strategies across the City of Ballarat which share priorities and areas of focus.

We are committed to the following principles:

### > Equity

We will work to ensure that everyone is treated fairly and equitably. This includes equitable access to resources, services and opportunities to assist and support our ageing community to age well in Ballarat.

### > Inclusion

We recognise that our ageing community are diverse and dynamic individuals celebrating many and varied capabilities, resources, experiences, lifestyles and preferences.

We will work to build a community in which all residents throughout their life feel valued, respected, supported, safe, and can fully participate in all aspects of community, social and economic life as they choose, and enjoy the benefits of their participation.

### > Accessibility

We will work to ensure that our city and its places, spaces and buildings are accessible for all.

### > Participation

We appreciate and will draw on the life experience, knowledge and insight of our residents. We are committed to including all our residents in our planning and decision making and ensuring their voices are heard as we continue to build an age friendly community in Ballarat.

We value the participation and contribution of our ageing community. We will work to reduce formal and informal barriers that effect older people’s access to resources, services, opportunities and participation in social, community and economic life.

### > Collaboration

We acknowledge that creating an age friendly community requires a commitment from all in our municipal community, and the commitment, leadership and action by many, including government, service providers, organisations, business, our community and all people living, working and visiting our city.

We will develop relationships and strengthen partnerships with our community, local business, government, services and support agencies to strengthen our shared commitment to build our combined capabilities and encourage greater co-operation and integration across our community and aged care service system.

### > A rights-based approach

We acknowledge that all people should be treated with dignity and respect and have the right and freedom to make their own choices about how they adapt their lives to changing needs and opportunities.

We will seek to empower and support our ageing community to exercise their rights and to be heard and respected in doing so.

# Our over 55 population in Ballarat

People are living longer, and populations are ageing, resulting in a change in the construct of our communities and municipalities. There are over 34,867 people aged 55 years and over currently living within our city. This figure is expected to grow to more than 42,222 by 2036.

Here is a current snapshot of our community:



**30.6%**  
percentage of people aged 55 years and over in Ballarat\*



**54.6%**  
of the population aged 55 years and over are female\*  
45.4% are male



**64.3%**  
of the population aged 85 years and over are female\*  
35.7% are male



**10%**  
Almost 10% of the population identify as LGBTQIA+  
Compared with 5.7% Victorian average^



**Wendouree  
Sebastopol  
Alfredton**  
top 3 suburbs where people 55 years and over live\*



**323**  
people aged 50 years and over in Ballarat identify as Aboriginal and/or Torres Strait Islander\*



**11.3%**  
of people in Ballarat were born overseas  
38.2% of the migrant population are aged 55 years and over



**7%**  
of our population speak a language other than English at home\*



**24.2%**  
of people aged 55 years and over live alone\*  
33.9% male,  
66.1% female



**13.5%**  
of people 55 years and over provide unpaid childcare\*



**17%**  
of people 55 years and over provide unpaid care for a person with a disability\*



**5012**  
Ballarat residents aged 55 years and over who need assistance with core activities\*



## Dementia Prevalence

The number of cases of dementia in Ballarat is expected to increase by 3 times from 1805 people in 2017 to 5409 people in 2050\*

\* ABS 2021 Census of population and housing ^ Victorian Population Health Survey  
# NATSEM, University of Canberra, January 2016. Commissioned by Alzheimer's Australia Vic.



## What does Ageing Well look like?



As part of the global response to our growing ageing population, across the world there is an increasing focus on how we can all age well and remain healthy and active throughout our lifetime. The idea of ageing well includes creating a life where people can maintain satisfying and healthy lives as they age by making choices that optimise healthy and active lives including a focus on feeling safe and secure.

The World Health Organisation tells us that people's experience of healthy ageing is significantly informed by the environment in which we live and the opportunities available to us as we grow older that enable people to be and do what they value throughout their lives.

In Victoria, the idea of ageing well is being explored by government and senior Victorians. Through their conversations in 2020, various attributes of ageing well were discussed including:

- The importance of having a positive attitude.
- Lives have purpose and meaning.
- People are respected and respectful.
- The importance of connection to family, friends and society.
- Older people are in touch with a changing world.
- Feeling safe and secure at home and financially.
- People can manage health issues including mental health.
- People can get around.

In developing this strategy, we have considered this international approach and the state context in parallel with the feedback we heard from our residents about what is important to live and age well in Ballarat and this is reflected in the vision, goals and priorities in this strategy.

# City of Ballarat's Role

City of Ballarat has a broad range of roles and responsibilities under the Local Government Act. These roles assist and support residents and contribute to their health, safety and wellbeing in many ways.

In addition to the many familiar activities, City of Ballarat's role also includes fostering community cohesion, encouraging active participation in civic life, and improving the overall quality of life for all residents.

Closely aligned with City of Ballarat's broader role, five key roles have been confirmed to guide this strategy in responding to the needs and aspirations of our ageing community and to contribute to the creation of Ballarat as an age friendly community.



## > Provider

City of Ballarat delivers projects, programs, and services across all areas of the organisation to respond to the needs, interests, and aspirations of our diverse residents. This includes facilities, programs, and services to connect people to information, learning, social and recreational opportunities and to encourage connection into our community and the many places, spaces and activities that contribute to a vibrant community life.

Services are delivered through our many locations, and we actively create friendly, accessible spaces and places including our parks and gardens, streetscapes, recreation, and sporting grounds located across our city.

City of Ballarat works as a partner, advocate, and planner and collaborator to build the capacity of our community and local service system to respond to the current and emerging needs of our diverse community.

City of Ballarat also plans and delivers infrastructure focused projects and provides and maintains community buildings, recreation and sporting facilities and public spaces such as parks, squares, footpaths, and many roads.



## > Partner & Facilitator

City of Ballarat fulfills this role by supporting and participating in projects, initiatives, and programs in partnership with government, community organisations, service providers and local community groups to respond to community needs and to build capacity across our community including in areas important to our ageing community such as community safety, and health and wellbeing, and respect and social inclusion.

City of Ballarat facilitates conversations, forums, networks, and a range of opportunities to bring people together to develop a shared understanding of the issues of importance to our city and its residents and to find, foster and deliver solutions, innovation, and collective responses. This collaborative approach is vital to fostering an age friendly approach across our community. It is also important within and across teams in City of Ballarat to enable an integrated approach and a whole of organisation response to meet the needs and aspirations of our older residents.



## > Planner

City of Ballarat has an important role in planning for the city including in planning for strategic land use, developments, city design and community infrastructure and engaging the community in planning and strategic decision-making processes.

City of Ballarat has an active role in social planning which includes consideration of the needs of all residents in relation to areas such as housing, transport, community infrastructure, and in recreational opportunities and communication strategies. City of Ballarat also has an important role in planning for the needs of the ageing population and will continue to research and advocate to ensure the aged care service system meets the needs of our community now and into the future.



### > Advocate

City of Ballarat is the closest level of government to the community and, through conversations and other community engagement activities, has an increased visibility and understanding of issues impacting everyday lives of our residents.

City of Ballarat is also uniquely placed to facilitate strategic partnerships within the community with organisations, service providers, community members and other tiers of government to collaborate and respond to issues as they emerge, to highlight barriers and opportunities from our community perspective and advocate together to influence decision makers and leaders in government to respond to community interests and needs.



### > Community Capacity Builder

Working towards an age friendly city with the community provides the opportunity to develop partnerships with, between and across the community. It also encourages work on joint projects and activities led by the community. City of Ballarat is well placed to encourage, support, and empower our residents to participate in and form partnerships, and networks to work together to lead projects or activities in their local neighbourhoods or community groups that contribute to creating an age friendly Ballarat in a meaningful, locally responsive and sustainable way.

City of Ballarat has an opportunity to further strengthen the community by actively engaging residents and service providers in planning for an age friendly city.





# **Ageing Well in Ballarat**

**This strategy has been informed with a strong focus on our residents and their feedback. It has also been informed by feedback from the wider community and service providers, along with consideration of best practice in Australia and internationally. It has also been developed with consideration of the evolving Commonwealth government aged care reform agenda as well as the Victorian Government focus on creating age friendly communities.**

### > What our community told us

Our conversation with the community started in 2018 where we explored what is important to *Grow Older Well in Ballarat* with a cross section of our ageing community and other interested community members.

We have also listened to responses from residents through City of Ballarat wide community engagement processes including *Ballarat: Our Future* consultation 2021 and Inclusive Ballarat 2022 as well as community feedback through our Ageing Well in Ballarat Project Reference Group.

Continuing conversations with our community have told us that there is much that is enjoyed and celebrated by the ageing community living in Ballarat. The quality of our outdoor spaces, our historical landscapes and streetscapes, our city's parks and gardens, walking tracks and sporting facilities, good access to health services and opportunities to participate in a wide variety of events and activities are all highly valued.

But there is always room for growth and improvement. Priorities for our continued focus include:

- Improving the accessibility and safety of our spaces, places, and streetscapes.
- Access to a range of reliable and affordable transport and affordable housing options.
- The availability of services to maintain independence at home and in the community.
- Strengthening the regard and respect for people as they age and their contribution and value in community, social, political and economic life.

Ageing residents and their families also prioritised access to reliable information and advice from City of Ballarat as a trusted source to assist them to stay informed, support decision making and access relevant supports and universal services available in our community, and opportunities for social participation and connection.

### > Our age friendly approach

City of Ballarat recognises the need to plan and respond to the dynamic and changing ageing environment and is committed to its focus on the expressed needs and aspirations of our ageing community. This commitment includes expanding our focus to include people from 55 years of age and over to include and engage our residents as they plan and prepare for the years ahead and adapt their lives to changing needs and opportunities.

Finally, our future focus includes a commitment to advocate and deliver the best outcomes for our community as the Commonwealth continues to implement the reform of the aged care service system.

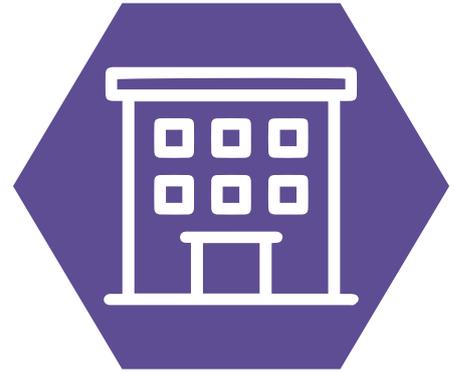
Consistent themes and priorities have emerged from engaging with our residents over the past five years and continue to be reflected in our current and continuing conversations with our community. These align closely with the WHO age friendly domains and so we have determined to use these domains to frame our goals and priorities for the next four years.

### > The WHO Age Friendly Cities and Communities framework

This WHO framework is being used by communities around the world to ensure that practical measures are put in place to help people as they age. By viewing a community through an age friendly lens like this, city planners, residents, businesses, and service providers can help create a city that meets its resident's needs.

Aligning with the WHO age friendly domains provides us with the opportunity to engage, plan and measure our progress alongside local, national, and international partners and will support our commitment to build Ballarat as a recognised and celebrated age friendly city.

## Focus area 1: PLACES, SPACES AND BUILDINGS

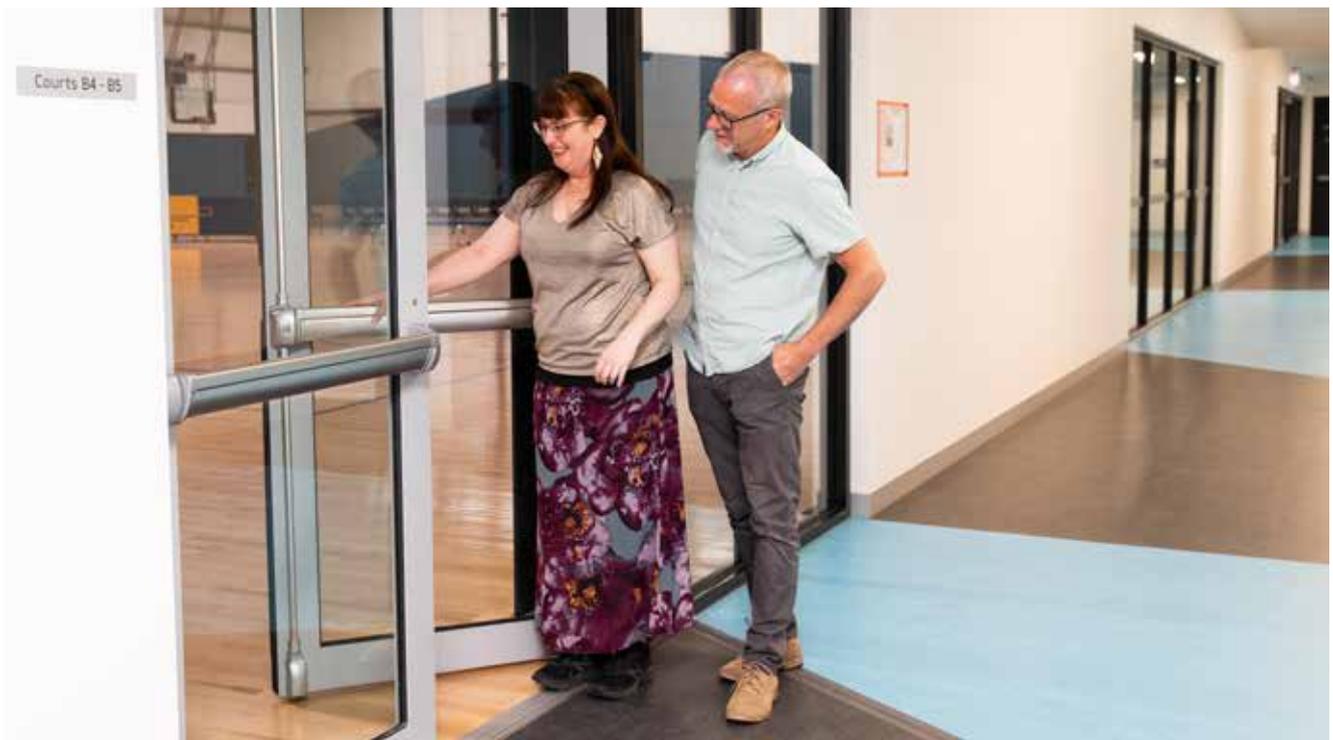


### > GOAL

**Our places, spaces and buildings are safe, inclusive, easy to navigate and encourage regular use by people of all ages and abilities.**

### > OUR PRIORITIES

- Plan, design, improve and maintain our spaces, places, and buildings to secure universal access for all our residents and celebrate people of all ages and abilities.
- Collaborate with our community so that people feel welcome and safe and have equitable access to our city's places, spaces, and buildings.
- Encourage community connection in our public spaces and provide the opportunity for all people to enjoy.



## Focus area 2: TRANSPORT



### > GOAL

**Our city has accessible, affordable, inclusive, and relevant transport options that allow people to participate in community life with ease.**

### > OUR PRIORITIES

- Advocate for improved transport services to support resident's independence, mobility, and access to services, supports and community life.
- Encourage and support our ageing community to use a range of transport options.
- Encourage opportunities for innovative and cost-effective community and other transport options.
- Continue to address barriers to access that make it harder for people to move around our city including pedestrian, transport, and driver experiences.



## Focus area 3: HOUSING



### > GOAL

**Our city has appropriate, affordable, inclusive, and accessible housing options to meet the needs of residents throughout their lives and enables people to age in place.**

### > OUR PRIORITIES

- Advocate for housing diversity to ensure appropriate and affordable housing as older residents' lifestyle and needs change so that residents can age in place, in their home.
- Improve the quality and diversity of affordable housing.
- Encourage high-quality housing which demonstrates best practice for sustainability, accessibility and healthy by design guidelines.
- Direct new residential development to areas with good access to services, amenities and transport options, where possible.
- Support residents to remain independent as they age in place through encouraging appropriate housing design, sustainable living and access to services and supports.



## Focus area 4: SOCIAL PARTICIPATION



### > GOAL

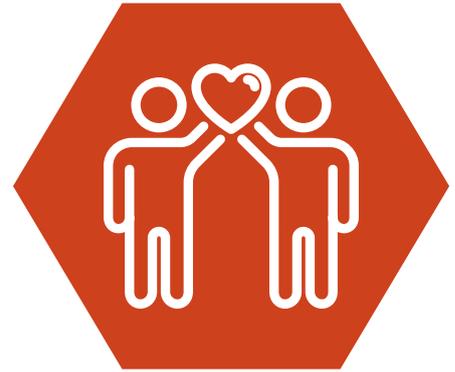
**Our city has a range of inclusive opportunities to encourage people to stay socially connected and participate in the community as they age.**

### > OUR PRIORITIES

- Provide, promote, and support opportunities for people to participate in accessible, inclusive, and affordable social, recreation, lifelong learning and cultural pursuits.
- Create, support, and promote opportunities that encourage intergenerational connection.
- Facilitate City of Ballarat led and community events and activities that are inclusive, accessible and age friendly.
- Encourage our shared community facilities and settings to be inclusive, welcoming and facilitate social connection in the community.



## Focus area 5: RESPECT AND SOCIAL INCLUSION



### > GOAL

**Our ageing community feel valued, respected, and included and the community benefits from their contribution.**

### > OUR PRIORITIES

- Celebrate and acknowledge the contribution that our ageing community have made and will continue to do so.
- Raise awareness and the community's capacity and responsibility to respond to issues of ageism.
- Collaborate with government, key partners, and the community to influence change and prevent elder abuse.
- Celebrate the diversity in our ageing community and develop partnerships with community groups and organisations to address barriers faced by members of our community.



## Focus area 6: CIVIC PARTICIPATION AND EMPLOYMENT



### > GOAL

**Our ageing community are empowered to share their views, are actively engaged in the community through employment, volunteering opportunities, and involvement in community groups and are encouraged to participate in council decision making processes as they choose.**

### > OUR PRIORITIES

- Promote the rights and abilities of our ageing community to participate in civic life and support them to do so.
- Support, promote and develop opportunities for older people to access meaningful and paid employment.
- Provide, promote, and support opportunities for lifelong learning and skill development.
- Promote the value and lifetime experience of workers and benefits of an intergenerational workforce.
- Support, promote and develop opportunities for people to engage in volunteering that is relevant to their interests and skillset.
- Provide a range of opportunities to ensure the voice of our ageing community is heard.



## Focus area 7: COMMUNICATION AND INFORMATION



### > GOAL

**Our ageing community can easily access information and advice they need to age well, stay informed and connect with the community.**

### > OUR PRIORITIES

- Provide timely, trusted, and relevant information that is easy to access and understand and connects residents to what they are looking for.
- Communicate and provide information on a regular basis and in a range of formats to enable our community to access it as they choose.
- Provide, support, and promote programs focused on increasing digital literacy and support and facilitate access to technology where needed.
- Promote opportunities that support people to remain active in their local community.
- Strengthen our understanding of preferred communication channels that keep older people connected, involved informed and engaged.
- Build individual and community capacity to support informed decision making through providing and promoting information and community education in a range of formats, forums, and other appropriate channels.



## Focus area 8: COMMUNITY SUPPORT AND HEALTH SERVICES



### > GOAL

**Ballarat has appropriate community support and health services to assist residents as they need throughout their lives.**

### > OUR PRIORITIES

- Advocate for continuous improvement and further development of local service system, to address identified gaps in services and quality so residents have access to local services that enable them to stay active and maintain their independence.
- Provide information on community supports and services available locally.
- Actively collaborate at Regional, State and Federal level to address barriers and ensure older people have access to community support and services they need.



## Focus area 9: LEADERSHIP AND ADVOCACY



City of Ballarat is committed to leading the development of an age friendly community and continuing the conversation with our residents and partnering across our community to work together to achieve this vision. As such, this additional focus area has been included.

### > GOAL

**The City of Ballarat is committed to becoming an age friendly city by leading and advocating for our community to enable positive and healthy ageing for all.**

### > OUR PRIORITIES

- Advocate on behalf of our community to create an age-friendly community to enable positive and healthy ageing for all.
- Develop and strengthen partnerships and collaboration with other tiers of government, key stakeholders, community-based organisations and facilitate local networks to encourage a collective approach in working towards an age friendly community.
- Encourage community organisations and local businesses to consider the needs and the benefits of including and welcoming people as they age.
- Support a whole of organisation approach and apply an age friendly lens over our work to incorporate the needs of our ageing community into everything that it does to ensure an integrated approach.



# Implementing our approach

The strategy is intended to be a living document. It will be monitored and reviewed each year to ensure it remains relevant and will include:

- Annual progress reports to Council.
- Annual reporting on progress to the community.
- Feedback via community surveys (where relevant).
- Assessing the relevance of annual operational actions by regularly monitoring of the external environment, such as changes in the aged care sector, community demographics, new technologies and more.

Two-year action plans will be developed to complement the delivery of this strategy and will be reviewed annually. The action plan outlines specific actions to enable us to achieve our objectives, along with key indicators against each action area, and identifying City of Ballarat's role in delivery. This process allows actions to be considered on an annual basis, where relevant, as part of Council's annual budget process to prioritise the key actions to be taken in the year ahead. It is expected that actions will also be funded by applying an age-friendly focus to existing resources, through grants and partnering with local and community-based organisations. It is expected that many actions outlined in the action plans will be achieved within existing resources.

## > Age friendly indicators and baseline assessment

In the first year of this strategy a key action area is to develop a framework and indicators to help establish a common understanding of our age friendliness in Ballarat. The indicators will allow us to measure our baseline level of age friendliness in Ballarat and will be used to monitor changes over time as relevant activities and interventions are implemented. It will allow us to measure the impact of our strategy and actions in a consistent way. This is considered a best practice approach under the WHO Age-Friendly Cities Framework. The indicators can also be leveraged to foster political and social commitment, which, in turn, can lead to further actions to promote and sustain age-friendly cities



# Conclusion

In releasing this strategy, City of Ballarat is committing to work with the community for the benefit of all residents to ensure Ballarat is an age friendly city. We are committed to achieving the goals and priorities articulated in this strategy.

We are aiming for a whole of organisation approach to our ageing population and to ensure that all officers are thinking about their service areas with a focus on the needs and preferences of our ageing community as raised in our conversations with the community.

We are committed to regularly engaging with our residents so that we can learn as we go and continue to improve and respond to emerging community needs.

We are also committed to working in partnership and collaborating with external stakeholders and community-based organisations. Where possible, we will also collaborate with other local government organisations to deliver a regional approach to an age friendly community.

## Acknowledgements:

We extend our gratitude to our residents and community members who took the time to contribute their valuable advice and share their views and experiences to directly shape the goals and priorities of the Ageing Well in Ballarat Strategy.

City of Ballarat would also like to acknowledge and thank the members of our Ageing Well in Ballarat Project Reference Group, who shared their expertise, lived experience, insights and ideas and those of their extensive community networks:

- Teresa Azzopardi representing Ballarat Regional Multicultural Council (BRMC).
- Jane Grimwood representing Central Highlands Association of Neighbourhood Houses.
- Yvette Golmer representing Vision Australia.
- Melissa Fox representing Ballarat & District Aboriginal Cooperative (BADAC).
- Lisa Robertson representing Uniting.Vic.Tas.
- Jan Armstrong and Pam Edwards representing CatholicCare Victoria.
- Jenni Horner and Alice Haley representing Dementia Australia.
- Phillip Grant from University of the Third Age (U3A).
- Wendy Vorstenbosch from Ballarat Active Women's Network.
- Joyce Currie from Ballarat South Probus.
- Rosalie Silvey from Country Women's Association – Ballarat District Group.
- Richard Giles from Probus Club of Ballarat Central.
- Michael Landry from Ballarat East Men's Shed and Toastmasters.
- Pamela Johnson from Lake Gardens Progress Association and new resident.

- To receive this document in another format, phone 5320 5500, using the National Relay Service 13 36 77 if required, or email the Engaged Communities Team: [communityengagement@ballarat.vic.gov.au](mailto:communityengagement@ballarat.vic.gov.au).
- This document can also be found in other formats on our website [ballarat.vic.gov.au](http://ballarat.vic.gov.au)



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September 2022