

Office for Ageing Well



Government
of South Australia

SA Health

THE
AUSTRALIAN
CENTRE FOR
SOCIAL
INNOVATION

Statewide Conversations

Vision for Ageing Well in South Australia

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We acknowledge the traditional owners and custodians of the lands on which we work and live across Australia. We pay our respects to elders of the past, present and into the future.

The Australian Centre for Social Innovation is committed to furthering self-determination through Aboriginal and Torres Strait Islander led innovation.



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Building the vision and priorities

Office for Ageing Well takes a lead on state government policy that supports South Australians to age well.

It does this through developing and implementing a vision and plan for ageing well in our State.

Its ambition for our state's next plan is that it:

- recognises the aspirations, challenges and incredible diversity of the way South Australians age;
- is important to the older people of South Australia now and in the years to come;
- sets a forward-looking agenda that is brave in considering new approaches, and challenges the status quo;
- enables the contribution of its many partners.

These ambitions have played an important part in how it is developing South Australia's Plan for Ageing Well 2020-2025.

The approach has involved two major engagement cycles:

1. Voice of Older South Australians
2. Shaping the Vision and Priorities

The approach is described in more detail on pages 4-6.

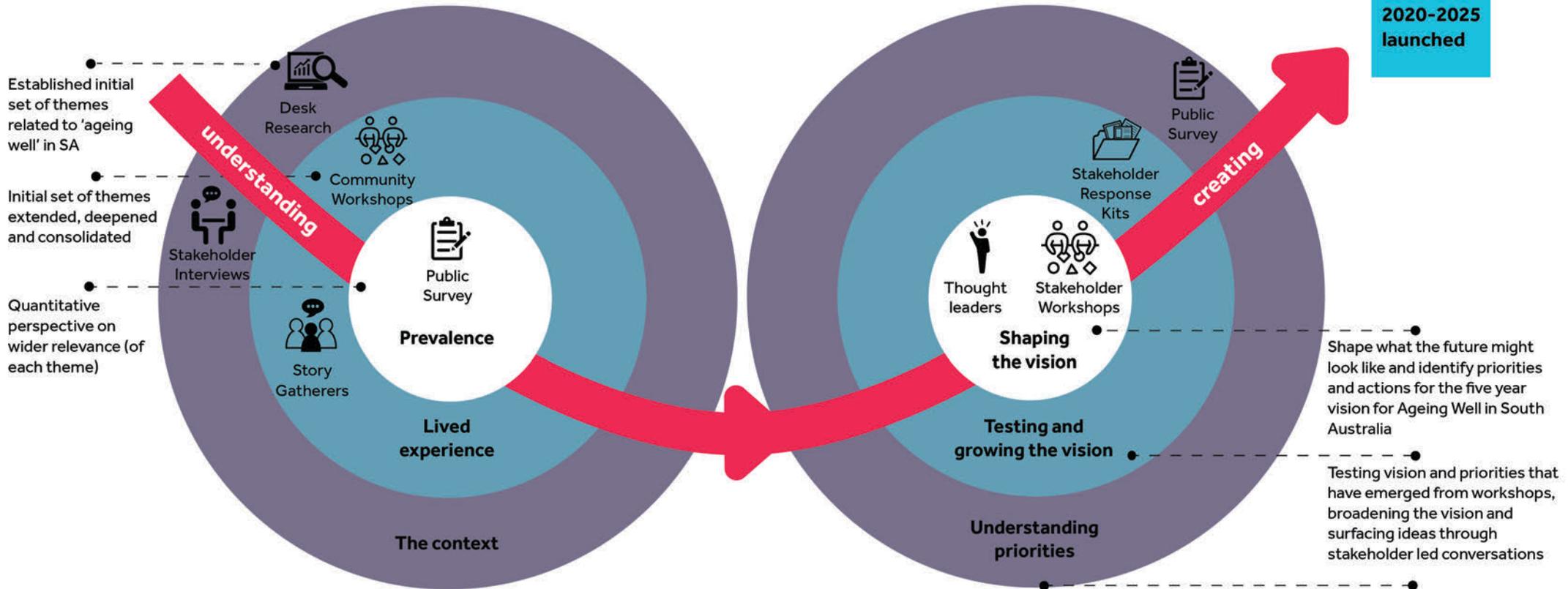
Introduction: Overview of Approach

Voice of Older South Australians

Stakeholder Contribution

Coming soon:

State Plan for Ageing Well in SA 2020-2025 launched



2018

Communicating outcomes:



2019

Communicating outcomes:



Approach

Voice of Older South Australians (Cycle 1)

Engagement cycle 1 explored, with the older people of South Australia, what is important to support ageing well now and in the years to come, and what gets in the way.

Office for Ageing Well and TACSI commenced by understanding the impact, to date, of efforts to support all South Australians to age well. This included:

- reviewing relevant strategies, policy and projects led, supported or commissioned by Office for Ageing Well in the past three years;
- deepening the findings through interviews with key stakeholders from non-government and community organisations, universities, and state and local governments that have worked with Office for Ageing Well.

We gained older peoples' perspective (in-depth) through story gatherers and community workshops. Eighteen older South Australians across Adelaide, Victor Harbor and Murray Bridge were trained to gather the perspectives of 75 older South Australians about ageing well.

These Story Gatherers were selected based on their connections to older South Australians identifying as culturally diverse, gender and sexually diverse, living with few financial and non-financial resources. We heard specifically from the Adelaide Grannies group, a network of Aboriginal grandparents who advocate on issues impacting their children, grandchildren and community.

The general public contributed their perspectives on ageing well in South

Australia across two half-day workshops, with approximately 90 people.

We then established the relevance of what older people told us through a public survey that sought to validate what was important and surface any differences or gaps; 1,211 responses were received.

The 'Future Directions to Support Ageing Well' report details the findings on what older South Australians see as being key areas to support ageing well and what gets in the way.

Organised in themes, these findings became the foundation for engagement cycle 2.

Approach

Shaping the Vision and Priorities (Cycle 2)

Engagement cycle 2 built on the themes older people identified as important and co-created (with partners, community and older people) the vision, priorities and starting points for ageing well in South Australia.

We commenced this cycle by bringing together 30 South Australian thought leaders (in two groups) to begin building a vision and surface potential actions, collaborations and partnerships.

These leaders came from a diversity of sectors and from across metropolitan and rural South Australia. Together they established a foundation to build from. To facilitate participation across multiple regions of South Australia, we used an online platform designed for group working sessions.

The emerging vision, priorities and starting points were built on through two large stakeholder workshops in Southern and Northern Adelaide. These were vibrant sessions with over 130 participants comprising a range of government and non-government partners, community organisations and older people.

To test the vision, gain broader contribution to setting the priorities and to surface further actions we distributed a Stakeholder Response Kit and a Public Survey.

The Stakeholder Response Kit involved activities designed to generate detailed perspectives. The 32 response kits received covered stakeholders from community and non-government organisations, peak bodies and advocacy

groups, universities, local government and state government departments (outside of SA Health).

The Public Survey was designed to rank priorities and identify starting points for action; 439 survey responses were received, mainly from older people.

This document captures the outcomes of this collective work that Office for Ageing Well will apply in finalising South Australia's Plan for Ageing Well 2020-2025.

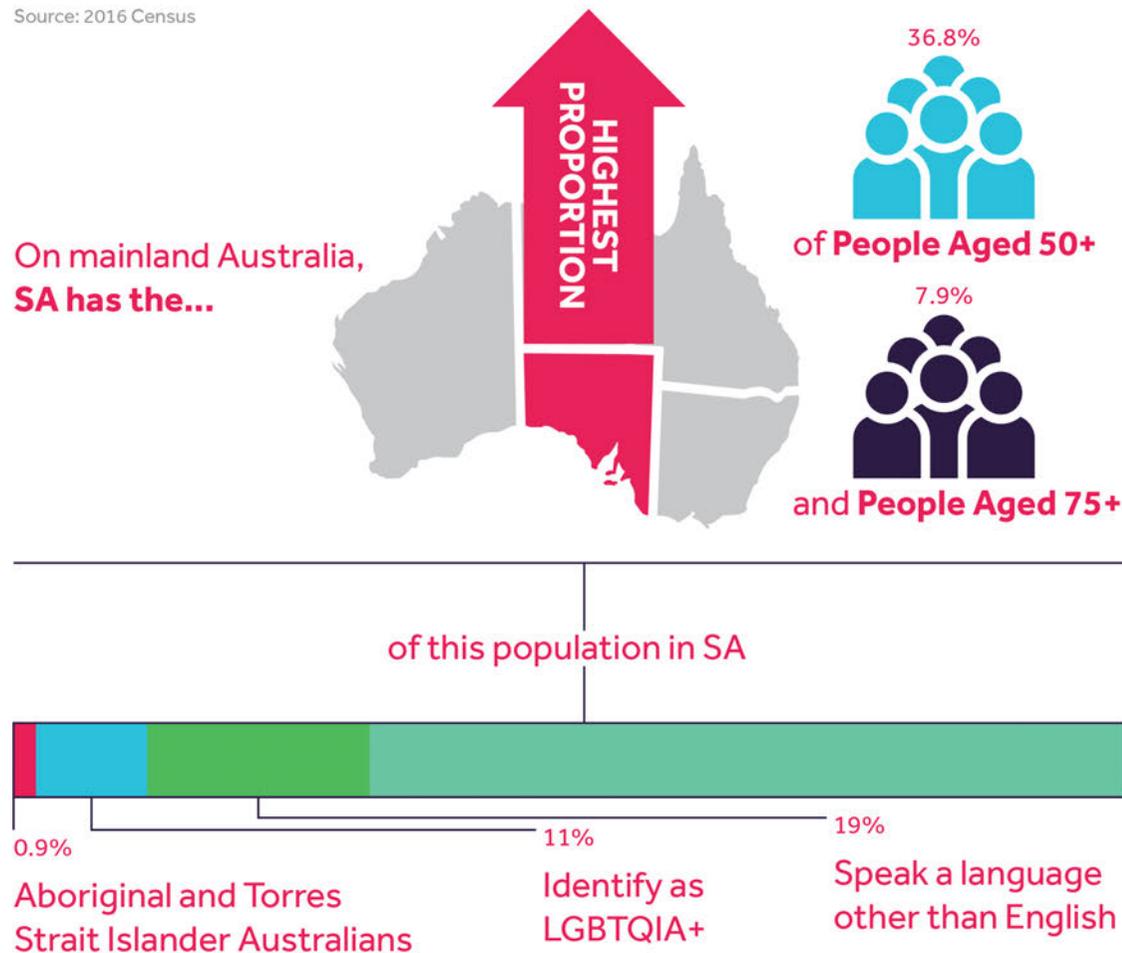
Office for Ageing Well and The Australian Centre for Social Innovation are deeply grateful for the time, knowledge, passion and candour of all contributors in shaping the vision and priorities for South Australia's Plan for Ageing Well 2020-2025.



Context

With the highest proportion of older people on mainland Australia, South Australia is uniquely positioned to lead the way nationally on future directions that enable ageing well.

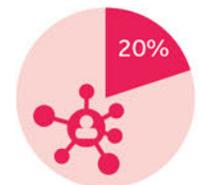
Source: 2016 Census



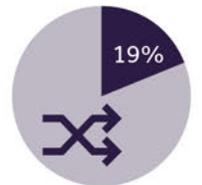
Common misunderstandings about older Australians



live in cared accommodation
(Source: AIHW 2017)



report experiencing loneliness
(Beer et al 2016)



were or are carers
(Source: ABS)

A Picture of the Future

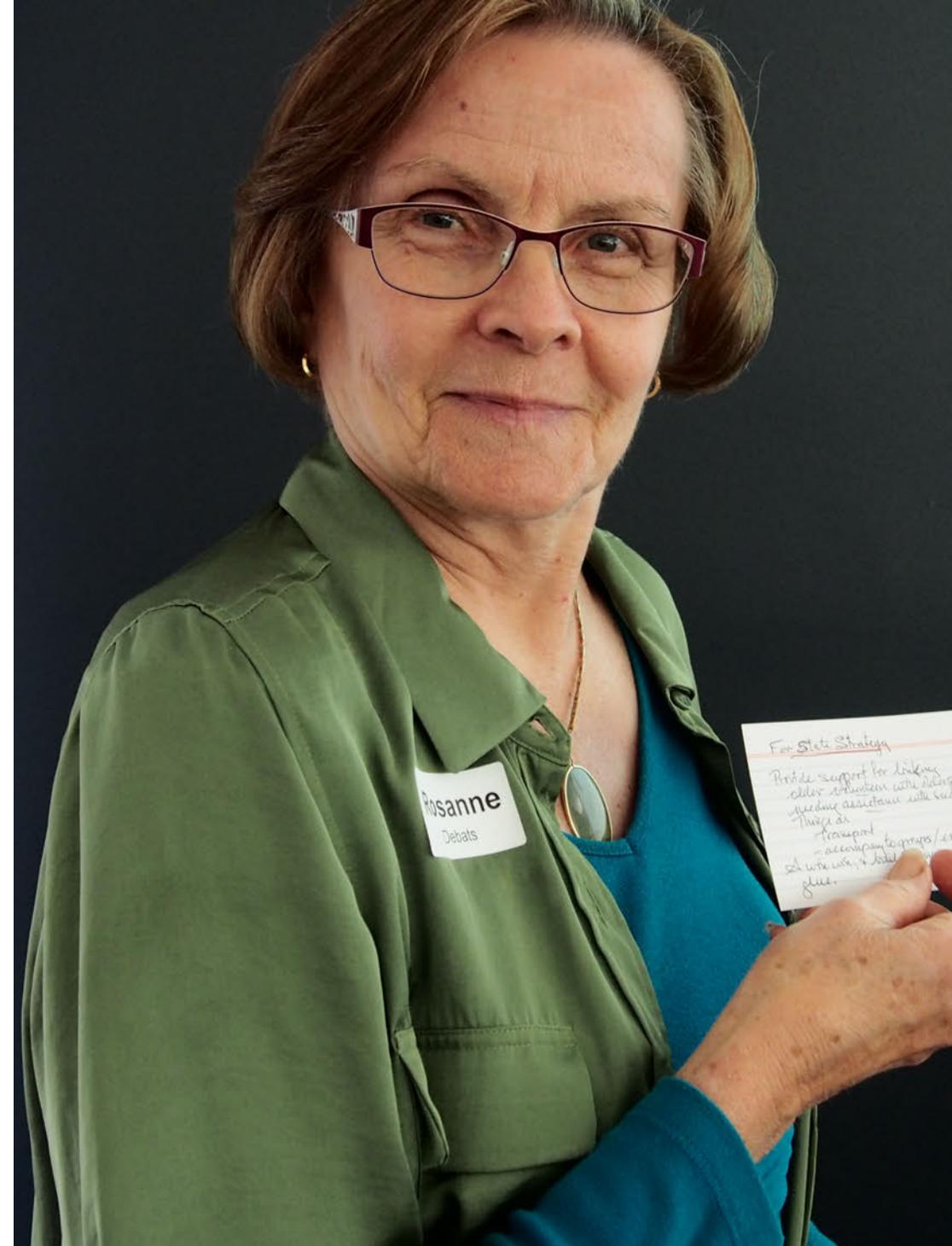
Collectively we painted this vision for ageing well in South Australia:

South Australia is a community where all citizens live a fulfilling life; where age is no barrier to being and doing what you value. You feel respected and valued for your experiences, opinions and ideas; a feeling that grows with age.

People live a life of meaning and purpose, and regardless of age South Australians engage in their choice of activities and hobbies, employment and volunteering, relationships and rituals, spaces and routines. People of all ages naturally connect, regularly sharing experiences, skills and knowledge, spaces and resources.

South Australia is a desired place to call home where people live comfortably in their homes, easily accessing and participating in their communities. In South Australia, older people and their neighbourhoods feel connected and invested in one another.

Maintaining your health, even with loss of function, is easy because services are simple to access when you need them and formal care helps neighbourhoods enhance the life of older people. South Australia offers diverse options of home and care that truly enable ageing well in the community in which we choose to live; older people know there is an option for them, no matter the life changes they navigate.



A Picture of the Future

Life Course of Living Well

As a society, South Australians have shifted their mindset to view life as a continuum with many years of living well.

With this mindset, we are navigating changes throughout life stages, anticipating changes where possible and planning for these where we can. The systems around us have adapted, supporting us to live a healthy and active older age through what life sends our way and to prepare for the way we want to live and die.

We have deconstructed the concept of retirement with multiple new stages and forms of social and economic participation.

Our attitudes and beliefs have shifted because our neighbourhoods have evolved to foster connection, with community-led approaches to sharing life, ageing and dying.

We have moved beyond a narrow view of ageing, tackling ageism with new narratives and expectations about the multifaceted experiences and possibilities of ageing over our life course. We are living lives of meaning, purpose and connection no matter our age. Intergenerational mutual exchange is thriving.

A Picture of the Future

Community and Neighbourhood Led Change

We are sustaining a good life in community, having developed creative and enriching supports to do so. We have repurposed existing spaces and resources to grow meaningful connection and community led responses to need.

New homes are built with future proofing in mind, approaches to design draw from our experiences of longevity. A core design principle in all development is community and connection, with all new developments (e.g. retirement living, aged care facilities and urban renewal) required to contribute community infrastructure.

We have developed a variety of choices for housing that are accessible and affordable, enabling us to live the life we choose. We have co-created desirable and sustainable options with older single women.

Aboriginal people have led the innovations that enable an older age connected to culture and land. We have developed multiple ways to co-live that offer the level of connection and privacy we desire.

We have thought outside the box about our transport network and created transport options that support flexible mobility and social connection.

Supports and services are based on community need and leverage the potential and knowledge in those communities. Supports and services have become oriented around early signs of need (typically identified by community members), rather than at crisis point.

A Picture of the Future

Ageing Well Lens Applied to all Policies

Through awareness and education, policy officers across government are developing public policy based on the understanding that a healthy and active older age is not merely the product of health care activities. A wide range of social, economic, cultural and environmental determinants of ageing well have been influenced.

We have recognised that wellbeing for older South Australians is determined by the same issues that determine wellbeing for everyone in our society, and that a whole-of-life public policy approach can enable better ageing.

How We Implemented the Vision

To arrive at this future picture, we:

- built on the co-design journey to date, with older South Australians developing and leading actions in all priority areas;
- mobilised communities to build demand for better outcomes;
- fostered collaborations, including the time, space and resources needed to develop trusting relationships;
- built on existing efforts, resources and learning;
- spread good innovation, learning from what works.

Emerging Strategy

Vision

South Australia is a healthy, connected, equitable and sustainable community taking a whole-of-life approach that fosters many years of living well and supports to die with dignity.

Strategic Priorities

There's No Place Like Home	Meaningful Connection	Navigating Change
Homes and communities that enable flexibility and choice, and support us to live how we choose, no matter our age, needs, wants and desires.	A future where everyone has the opportunity, support and encouragement to maintain and develop meaningful connections.	A future where we all have the capabilities and supports for remaining active participants throughout all the transitions we experience.
Accessible supports that make existing homes more flexible to people's changing needs over time.	People are more connected to neighbourhoods and community (and vice-versa).	Services and supports start with focussing on what's most important to the person.
Models and options for creating homes that suit a greater diversity of people's needs.	Creating diverse options for continual growth and meaningful contribution.	Better access to supports that build people's resilience and ability to cope with difficult transitions.
Affordable and accessible homes.	Access to transport is no longer a barrier for connection and contribution.	Systems and bureaucracies enable options, choice, flexibility and outcomes.

Enabling Factors

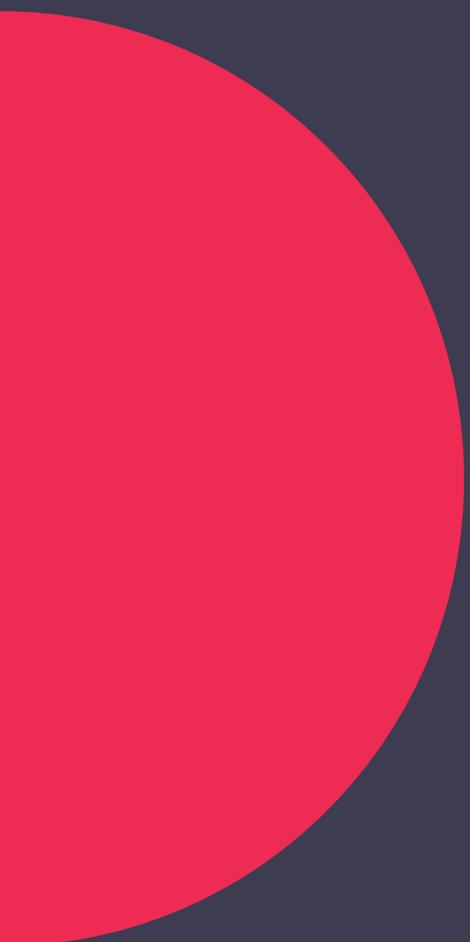
Tackling Ageism	Growing Diversity	Increasing Accessibility
Lead the way in creating a non-ageist society. Grow a life course perspective, emphasising living well, no matter our age.	Respond to a diversity of needs and recognise that some population groups are at higher risk of not ageing well. Grow a diversity of options and choice around home and housing, roles and contributions, services and supports and dying well.	Enable accessibility of place, increased mobility, inclusive application of technology and information that is easy to find and engage with. Foster neighbourhood level change. Tackle the issue of affordability.

Supporting Conditions

Outcomes Driven Learn through action; align around outcomes; drive change from older people's lived experience.	Systems Perspective Develop leaders that act systemically; apply ageing well lens to all policies.	Collaborative Foster conditions for collaboration; recognise the roles multiple stakeholders can play.
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Foundational Principles

Participation Engagement that brings a sense of meaning, fulfilment and belonging.	Life Long Learning Opportunities to learn throughout life.	Health Enhancing physical and mental health.	Security Physical, social and emotional protection.
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Strategic Priorities

There's No Place Like Home

Our homes are a fundamental anchor for living a good life. Without a good home, our potential for investing in our physical, emotional, spiritual, social and mental health becomes limited, and our broader wellbeing suffers. Although this is true throughout the life course, this becomes especially critical as we become older.

'Home' is more than bricks and mortar. A house or dwelling isn't necessarily capable of being a home and many forms of housing actually impede our potential for accessing, creating and maintaining a home. It's time for all of us - people, governments, organisations and services - to act from the understanding that access to 'home' doesn't simply mean access to housing.

'Homes' enable and are capable in supporting us to live better lives. Good homes give us a sense of self determination and a feeling we're in control of our destiny - stability, belonging, safety and autonomy are all key.

Characteristics of a good home:



There's No Place Like Home

For all of us to live well, stakeholders and older South Australians believe we need a future where we all live in homes and communities that support us to live how we choose - no matter our age, needs, wants and desires. This includes homes and communities that:

- Provide security of tenure and a sense of stability and control in life;
- Are capable of making us feel safe and secure throughout our daily existence;
- Connect us physically, socially and emotionally to those who live around us;
- Can evolve with us, as our needs and wants change over time;
- Enable and support us to live sustainable and affordable lives;
- Strengthen our resilience, rather than challenge it.

Achieving this future will require us to invest in creating supportive physical and social environments. Our conversations with stakeholders and older South Australians identified three key priorities to make it a reality:

1. More accessible services and supports that make existing homes more flexible to people's changing needs over time.
2. More models and options for creating homes that suit a greater diversity of people's needs.
3. More affordable and accessible homes.



"To stay in community means everything to me. I've grown up here and my whole life is here. Home, it's where we belong."

There's No Place Like Home

1. More accessible services and supports that make existing homes more flexible to people's changing needs over time.

As only five percent of the older population live in residential care, the home is where the vast majority of us currently live, and the base from which we experience the world. In the absence of desirable alternatives, older South Australians want to stay in their own homes. To support us living good lives, our homes need the flexibility to adapt and evolve with us, as our needs and wants change over time. Stakeholders and older South Australians indicated that accessing the services and supports that equip us to evolve our homes with our changing lives is a significant barrier to living well.

We need strategies to fill the gaps. We know there is greater demand than available supports to live a good life at home. Investing in innovative models that improve the supply of services and supports is an important way we can grow accessibility and affordability.

Although formal supports are important, informal supports - friends, family, neighbours, pets - are also significant enablers for living a good life. Both older South Australians and stakeholders have indicated there is potential for better lives through becoming more intent about how we connect our formal and informal supports. In some instances, this might include our formal supports helping us to organise and coordinate our informal networks.

Living a good life requires positive mental health as much as it requires positive physical health. However, existing services and supports in and around the home largely focus on physical health, in spite of mental health being the main challenge to living a good life for many of us. We need to invest in and ensure more of the supports we receive are focussed and capable of enabling positive outcomes for our mental health.

There's No Place Like Home

1. More accessible services and supports that make existing homes more flexible to people's changing needs over time.

Where people want to see impact:

Homes that have the flexibility to evolve with us, as our needs and wants change over time.

Supply of services and supports in and around the home that are more accessible to more of us.

Formal and informal supports that are interconnected, so they're more capable of enabling us to live well.

Services and supports in and around the home that also support positive outcomes in mental health.

Places we can start:

Build the skills and mindsets that help people prepare and take actions to live the life they want to live, in the places they want to live.

Promoting through partner and media channels.

Better access to inspiration and information about the possibilities for how our homes can respond to our changing needs over time.

Exploring/ testing ideas that help community and other services alleviate the impact of delays in accessing funding for in-home supports.

Time, space, money invested in ways that allow organisations and community to create new ways for living and remaining in our homes for longer, rather than competing for the same pools of funding.

Greater focus on developing innovations that create positive outcomes for our mental and social health, going beyond physical and practical supports.

Building awareness and space for existing formal services to understand and integrate informal supports for better outcomes.

There's No Place Like Home

2. More models and options for creating homes that suit a greater diversity of people's needs

Whether we own our home, rent it, live in a retirement community or some form of supported accommodation, our home and housing systems have limited options and choice for how we're able to live and access them. Conversely, the diversity that exists within our population is much greater, and not all of the options that exist are equally accessible to all - whether for financial reasons or other. As a result, many of us live in circumstances that make living a good life challenging.

We need to create new and alternative models within our home and housing systems, for people to have better choice and access to options that enable a good life. Innovation should influence systems to be more responsive to the diversity within our population. Specifically, stakeholders and older South Australians have indicated the importance of responses to the needs of Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse (CALD) communities and other population groups experiencing disadvantage. More broadly, we need to ensure our

communities are more physically accessible for everyone, encouraging safe and active mobility for all.

Stakeholders have indicated increasing options, choice and diversity will require active investments in innovation and experimentation. However, under existing business models and funding environments, these activities present significant challenges to the feasibility and viability of many organisations. Attempts focussed on increasing options, choice, and diversity need to include investing in the conditions that support innovation and experimentation. Whether focussed on individual homes, larger developments or how our neighbourhoods and communities function, these activities present significant opportunities for co-design. Doing this will ensure what's created is capable of better outcomes for people, supports life long inclusion and citizenship, and has long term feasibility.

There's No Place Like Home

2. More models and options for creating homes that suit a greater diversity of people's needs.

Where people want to see impact:

More diversity, options and choice in our home and housing systems, so these systems are capable of responding to the diversity within our population.

Greater diversity, options and choice that respond to the needs and contexts of key population groups experiencing disadvantage, including Aboriginal and Torres Strait Islander people and CALD communities (among others).

Communities that are more physically accessible for all of us, that support us to feel safe, active and mobile in our daily lives.

Better investment in the conditions that support innovation and experimentation, so the activities necessary for increasing the diversity, options and choice of our home and housing systems can become desirable, feasible and viable.

Places we can start:

Invest in the development and testing of new ideas that increase the diversity and possibility for how we live. Collaborate with stakeholders in our home and housing systems.

Prioritise the development of ideas that have the most potential to positively impact people with the greatest need and vulnerability in accessing and maintaining a home.

Where new ideas show potential, invest in the conditions to accelerate their development and scale, increasing the rate they can become accessible to people.

Ensure the activities of the plan emphasise working alongside older people and start with deeply understanding their needs, cultures, lives and aspirations. This is especially important when creating new options for marginalised groups, including

Aboriginal and Torres Strait Islander people and CALD communities.

Build shared understandings of how changes in our communities and neighbourhoods have been unintentionally contributing to lonely lives.

There's No Place Like Home

3. More affordable and accessible homes

Accessing affordable options for home is increasingly difficult for greater portions of the population.

Within our home and housing systems, the primary option for accessing a home is through home ownership. However, greater numbers of us are entering retirement still paying off mortgages. Our superannuation and pension systems, assume we'll all have access to low-cost housing by the time we retire; these assumptions impact our financial resilience and resources for living well as we become older. This demonstrates the need to increase the diversity of options available within our finance systems for how we access and sustain where we live.

Private rentals are also difficult to access or sustain, with the cost of rent having significantly increased across our lifetime. Short-term leases impact security of tenure, in turn creating barriers to living well. Tenants are often limited in how their landlord or property manager allow them to change their home, demonstrating another limitation in the capacity for rentals to evolve and grow with those who live in them.

Due to demand increasingly outstripping supply, social housing is also becoming more inaccessible. Older South Australians and stakeholders have described how public

housing can present challenges to living well. With public housing increasingly serving people with complex needs, in some areas perceptions of personal safety are being negatively affected. Residents retreat and separate themselves to the perceived safety of their own homes, resulting in more disconnected and socially isolated communities.

Being able to earn a wage for as long as you need to is critical to maintaining and sustaining your home and for living well. However, older South Australians and stakeholders describe this as another challenge to living well, with older jobseekers frequently overlooked by employers.

Efforts to increase access and affordability must result in options that enable a good life. Within our existing home and housing systems, more affordable and more accessible is often synonymous with housing that is lower quality, more remote, and more disconnected from services, supports and opportunities. If we focus solely on accessibility and affordability we risk creating unintended barriers to living well. Options must also factor in that some groups are likely to need more help than others. For example, stakeholders frequently described older single women as a group increasingly experiencing poverty and at risk of homelessness. This is one group we'll need to ensure we develop better options and outcomes for into the future.

There's No Place Like Home

3. More affordable and accessible homes

Where people want to see impact:

More accessible and affordable homes capable of enabling us to live well throughout our lives.

New ways to own our homes that are more sustainable to maintain for those of us who retire with mortgages.

Evolved financial systems that make our homes more affordable, no matter how we access them.

Action that improves access and affordability without simultaneously creating other unintended barriers and challenges to living well.

Places we can start:

Work closely with the SA Housing Authority, Development and Finance sectors to ensure older people are actively involved in the solutions and options to increase the accessibility and affordability of homes.

Engage Superannuation and Finance sectors in understanding the diversity of older people and thus the potential for more specific tailoring of services and financial offerings to meet diverse needs.

Develop our perspectives around retirement income policy and agree roles we can play in advocacy and influence.

Work closely with the Department for Planning, Transport and Infrastructure on planning and policy that fosters age friendly communities and neighbourliness.

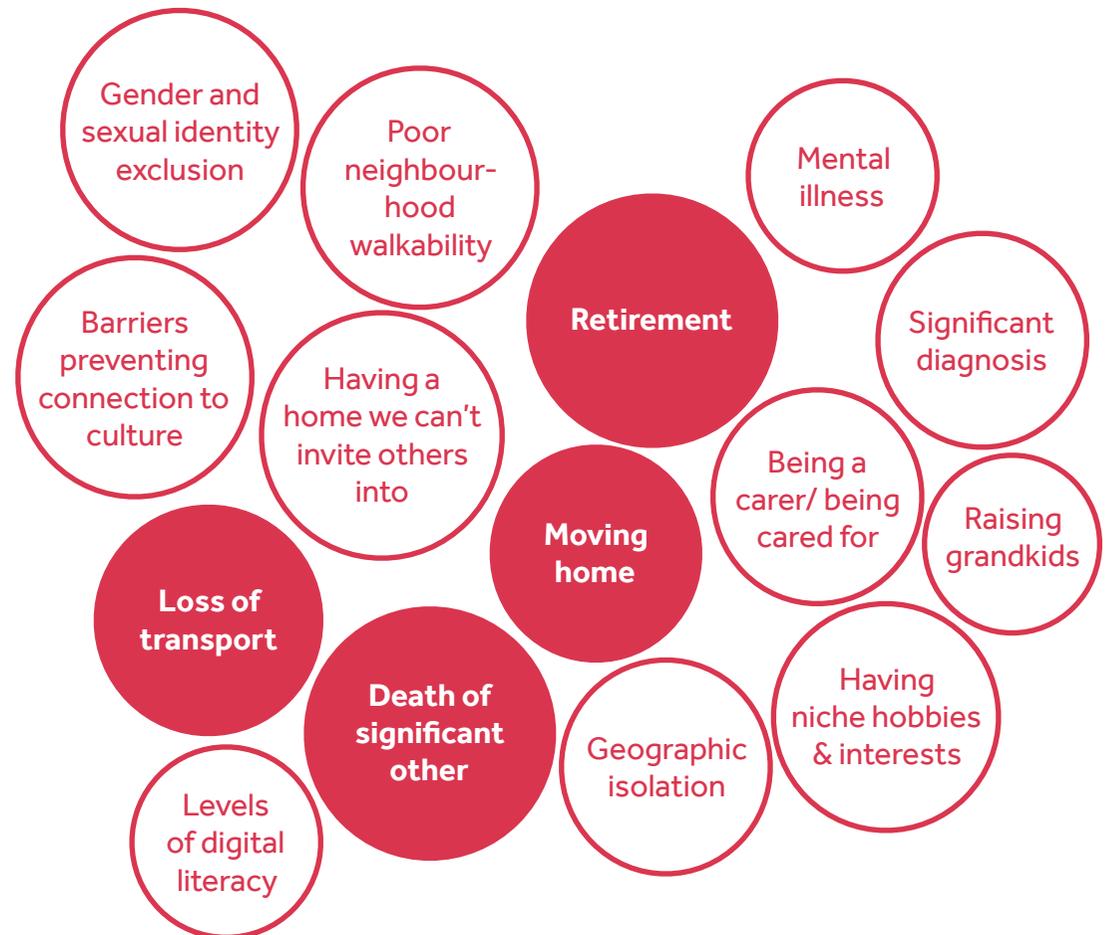
Meaningful Connection

Loneliness is a significant and growing problem, that impacts on our physical and mental health and wellbeing.

Connections that create meaning and purpose in our lives are one of the greatest determinants to living a happy and healthy life. It's the quality, not quantity, of our connections that really matters - a few deep and meaningful connections often provides us with more richness in life than many shallow ones.

People view meaningful connection differently, and they have varied circumstances - there is no 'one size fits all' approach to reduce loneliness.

Factors contributing to loneliness:



Meaningful Connection

Older South Australians and stakeholders have indicated that for all of us to live well, we need to work towards a future where everyone has the opportunity, support and encouragement to maintain and develop meaningful connections. These opportunities need to be varied and plentiful, creating meaning and purpose in our lives, no matter our age. This includes:

- Feeling safe to express our identity and culture authentically and joyfully;
- Having purpose and the opportunities to continually grow and evolve who we are;
- Our communities embracing the wisdom, experience and contributions of all generations.

Achieving this future will require us to invest in the conditions that enable people to do what is important to them. Our conversations with stakeholders and older South Australians have identified three key priorities to make it a reality:

1. People are more connected to neighbourhoods and community (and vice-versa).
2. Creating diverse options for continual growth and meaningful contribution.
3. Access to transport is no longer a barrier for connection and contribution.

"I feel a sense of vulnerability. If my partner died I wouldn't have connections. He has more connections in the community."

Meaningful Connection

1. People are more connected to neighbourhoods and community (and vice-versa)

For many of us, living well as we become older will require establishing and maintaining connections in our neighbourhoods and communities. With ageing population trends and increasing numbers of us staying in our homes for longer, more of us are going to become older in our neighbourhoods. As a whole, society is more mobile than ever before - with families, friends and other support networks being separated geographically.

Therefore, many of the informal supports we thought would be around us as we become older (including children), may be less capable of supporting us than we'd originally assumed. So, how can we equip our neighbourhoods and communities to support us in living a good life?

Stakeholders and older South Australians continually describe this challenge as one that affects all of society, not just older people. We need to think more broadly about how we can enable better lives as we become older. This will require our neighbourhoods and communities to work better for all.

Stakeholders and older South Australians have described our neighbourhoods and communities as important spaces where previous generations have obtained meaning, purpose and belonging in their lives. Yet, changes in how society functions have eroded our neighbourhoods' ability for contributing to these vital needs for living well.

We are spending less time in our neighbourhoods, an unintended outcome of trends such as contemporary home designs emphasising privacy, less localised daily routines and work lives, the move of shops and services to larger hubs (out of our neighbourhoods) and more of our lives shifting to online and digital worlds. Less time in our neighbourhoods leads to less time connecting with and contributing to the lives of those who live around us.

Given our modern lives and these trends, it is time to find creative solutions that bring opportunities for meaning, purpose and belonging back into our neighbourhoods and communities.

Meaningful Connection

1. People are more connected to neighbourhoods and community (and vice-versa)

Stakeholders and older South Australians frequently describe lack of access to transport and mobility as a key barrier to enabling connection. However, this demonstrates many of us have to travel away from where we live to access these opportunities. Focusing on enabling connections in our neighbourhoods could reduce our existing dependency on transport in achieving these outcomes.

Stakeholders and older South Australians both indicated our neighbourhoods and communities need to be more actively designed to facilitate connection. This includes spaces and opportunities for people to incidentally connect (i.e. bump into and get to know each other) and reasons for people to get out and about in the surrounds of where they live. Older South Australians described how being known in the places we live plays a huge role in belonging, as does the quality and strength of our neighbourly connections. Therefore, designing for connection has potential to increase our sense of belonging where we live and protect against the loneliness and isolation that increasing numbers of us are experiencing.

Stakeholders identified that the existing web of social infrastructure throughout our neighbourhoods has potential opportunities for us to connect - e.g. our schools, sporting, music and art clubs. Although many of us live near one of these, they often appear shut and under-utilised. Opportunities for participation and contribution are often few, and it's not always obvious how we can get involved. It is time we reconsider the role of our social infrastructure to provide better spaces and ways for us to connect.

Libraries were identified as an important example of social infrastructure within our communities. As places that support connection, conversation, contribution and growth, they contain many enablers for living well, especially as we become older. The role and nature of libraries has and continues to change over time, especially the increasing influence of technology in our lives. With these changes, it's important they continue to foster and enable connection between people, otherwise our communities will lose another space where this has previously occurred. Libraries aren't accessible to everyone, especially if you don't live near one and transport isn't easily accessible to you. What opportunities exist for libraries (and other social infrastructure) to make their benefits and services more accessible through forms of outreach?

Meaningful Connection

1. People are more connected to neighbourhoods and community (and vice-versa)

Where people want to see impact:

Greater opportunities for connection throughout our neighbourhoods and communities, that also acknowledge and respond to how they're changing.

Neighbourhoods intentionally designed to facilitate connection with those who live around us.

An evolution of our social infrastructure that provides greater opportunities for contribution and connection.

Places we can start:

Foster spaces and activities that bring generations together for common experiences and interests.

Learn from innovative neighbourhood approaches like The Pear Café and RSL Welfare Officers to understand what makes them work and how similar approaches can be fostered in other neighbourhoods and communities.

Work with the changing role of libraries in creating opportunities for contribution and connection.

Meaningful Connection

2. Creating diverse options for meaningful contribution

An important way many of us find meaning and purpose in life is through making contributions to the lives of others. Given the diversity of our histories, skills, strengths and potential for contribution, having diverse opportunities to contribute is essential for all of us to feel valued and included. However, stakeholders and older South Australians widely described the opportunity to contribute reducing the older we become.

Paid employment is how many of us contribute and gain purpose and meaning in our lives. However, stakeholders have observed, and older South Australians describe, the challenges of (re-) entering and staying in the workforce. Employers frequently overlook the potential of their more mature workers and don't consider older people when seeking to fill job vacancies. Many of us need and want to remain working as we become older. Living well means we need the ongoing opportunity to work (if we choose).

Stakeholders and older South Australians both described volunteering as a way for some people to gain meaning and purpose in life. However, we need to expand how we see 'volunteering' to create more meaningful and purposeful opportunities. Many of us are seeking

opportunities that can take full advantage of the wealth of skills and experience we've acquired over a lifetime.

Stakeholders and older South Australians frequently described the impacts of older and younger generations being separated in daily life. Increasing the opportunities for meaningful contribution will require us to create more opportunities and spaces for people of all ages to come together for shared interests.

Older people aren't the only ones in our communities who experience loneliness as a barrier to living a good life - many new migrants, new families (especially mothers), young people, and people living with mental illness could also benefit from more meaningfully connected lives. Stakeholders and older South Australians frequently described older people as being particularly capable of contributing to the lives of these people - their lived experience, knowledge of local areas, and desire to meaningfully contribute well places them to do this.

Many stakeholders see the potential benefit of creating 'purpose economies' - systems that facilitate the exchange of contributions between people for (mutual) outcomes, and include contributions of older people at their core. However, these economies need to be designed and established, and these activities invested in (with all of us prepared to contribute).

Meaningful Connection

2. Creating diverse options for meaningful contribution

Where people want to see impact:

An increase in the diversity of opportunities for meaningful contribution, so more of us can find opportunities we feel safe and comfortable engaging with.

Employers to see and acknowledge the value of older employees, so that age ceases to be a barrier to acquiring employment.

Approaches to volunteering that better utilise skills and experience, and expand where and how volunteering can happen.

Greater opportunities for multiple generations to come together for mutual exchange.

Economies of purpose that create opportunities for meaningful contribution and in areas capable of strengthening our communities.

Places we can start:

Public policy initiative that demonstrates and grows the diverse employment options for older people.

Localise the National Human Rights Commission work on multi-generational workforces.

Grow volunteering opportunities that enable volunteer contribution from people's homes.

Work with the huge network of community organisations to grow their awareness and develop meaningful roles for older people that help increase the sustainability of their organisations.

Meaningful Connection

3. Access to transport a barrier to connection and contribution

Stakeholders and older South Australians frequently described (a lack of) access to transport as a barrier to meaningful connection - if we can't get to the places, activities and people important to us, maintaining connection to them is extremely difficult. This is especially relevant for those of us without a personal car and who live in regional and rural South Australia.

Free public transport (during off-peak times) through the Seniors Card does make a difference to many living in the urban and metropolitan parts of South Australia. However, a lack of connectivity between public transport options still makes many parts of Adelaide inaccessible - especially if your main option is the bus, you don't need to go through the city centre or you need to travel East-West. While older South Australians are appreciative of the free public transport they receive, many indicated extending this to include peak times would further help them to meaningfully connect.

Many attempts to solve transport-related challenges are focussed on some form of on-demand solution. While this might provide an ideal option for many, the resources required for this kind of response can make self-

sustainability difficult, especially when potential revenue sources are often limited. For these reasons, some stakeholders have questioned whether it's time we shift our focus from on-demand approaches to opportunities that could come from demand-driven approaches, especially in responding to challenges of scale and self-sustainability.

We could address the reasons that require us to travel to connect, reducing transport as a barrier. For example, increasing the availability of options in our immediate neighbourhoods to reduce our dependency on transport. The Pear Cafe is a local example of this.

Stakeholders and older South Australians see that we often jump too quickly to technology and digital platforms as magic solutions to solve our challenges. Many described ways technology has promoted loneliness rather than prevent it. Not everyone is comfortable or wants to connect with people digitally. In spite of this, stakeholders and older South Australians acknowledge technology will be a significant and inevitable part of all our futures and can present many opportunities we shouldn't ignore. Promoting and facilitating opportunities for connection and contribution isn't about rejecting technology completely. It is about critically examining and understanding when it helps and when it doesn't.

Meaningful Connection

3. Access to transport a barrier to connection and contribution

Where people want to see impact:

Increased access to transport for everyone that supports our potential for connecting and contributing to each other's lives.

Greater inter-connectivity of our public transport.

Better transport accessibility through shifting our focus from on-demand solutions, to demand-driven solutions.

Reduce dependency on travelling and transport for accessing opportunities for connection and contribution.

Better knowledge and understanding of when technology is an enabler vs. inhibitor to creating opportunities for connection and contribution.

Places we can start:

Fostering localised transport routes, such as growing current community bus infrastructure, supporting community led transport responses in regional and rural areas, partnering with groups like Red Cross offering transport services.

Work closely with the Department for Planning, Transport and Infrastructure on transport planning and policy that is informed by the experiences, needs and aspirations of older people.

Learn from innovative approaches to transport that are emerging internationally, nationally and locally such as trials of driverless vehicles in retirement villages, on-demand community transport networks, use of private/government fleet vehicles during idle periods (trialled in disability sector).

Navigating Change

Change is a significant and inevitable part of becoming older. However, we're not always ready to stay ahead or in control of the changes that happen to us, as they happen.

Planning helps, and we all have potential to plan better and for more of the kinds of changes we know we're likely to encounter as we become older. However, planning alone doesn't guarantee we'll navigate change positively, nor can we plan for every kind of change - especially those we don't see coming.

Our ability to positively navigate change is greatly affected by the strength of our resilience, e.g. ability to bounce back from difficult times. When resilience is low, change is especially difficult to navigate.

While many are able to positively navigate what life sends their way, this isn't the case for every person or experience, especially where social disadvantage plays a role.

Significant transitions that can affect our ability to live well as we become older:



Navigating Change

Older South Australians and stakeholders have indicated that to live well, we need to work towards a future where we all have the capabilities and supports for remaining active participants throughout all the transitions we experience. Where these changes present us with barriers and challenges to living well, this includes being equipped and having the resilience to bounce back as quickly as possible, to continue being the drivers of our own future. This involves enabling all of us to actively participate in:

- Planning and preparing for the changes we know we'll have to navigate;
- Growing our own 'toolkits' of resilience throughout our lives;
- Knowing where we can access help that respects our voice, experience and strengths;
- Interconnecting the supports we know facilitate better outcomes when people experience their integration seamlessly;
- Creating the spaces where people feel comfortable, are equipped and have permission

to have the conversations that matter about change and life's realities.

Achieving this future will require us to invest in the conditions that strengthen the capabilities of older people. Our conversations with stakeholders and older South Australians have identified three key priorities to make it a reality:

1. Services and supports start with focussing on what's most important to the person.
2. Better access to the support that build people's resilience and ability to cope with difficult transitions - when they need it.
3. Systems and bureaucracies enable options, choice, flexibility and outcomes.

"When I lost my husband there was an enormous change in attitude from others, even my own family, thinking I might not be capable. I lost him at 76 and knew I was strong enough to survive his death."

Navigating Change

1. Services and supports start with focussing on what's most important to the person.

Stakeholders and older South Australians widely described how, when we seek the support of formal services and supports, we often suddenly become swept up within a system response to our problem. They feel the focus is on process, not on what's best for our wellbeing.

When we are going through important periods of change, these experiences make it more difficult for us to navigate this change positively; especially when we are vulnerable due to illness. For example, these kinds of responses often challenge and erode our individual identity, when maintaining our identity throughout life is crucial for living well.

There is an opportunity to grow the capability of our services and supports, in health and other sectors, to deliver age friendly services that are focused on the best outcomes for individuals or the people receiving care.

To improve outcomes for people, stakeholders and older South Australians want systems, services, responses and supports to start by focusing on what's most important to the people they're providing care to, before any actions are decided upon and undertaken. Supports need to have the flexibility to enable ease of access, affordability, cultural safety and social acceptance.

Stakeholders indicated that for this to become a reality, mental health needs to be more embedded through a more holistic view of overall health, rather than continuing to separate the practice of mental and physical health.

When we're unable to navigate change positively, it's often our mental health that is impacted long term.

Navigating Change

1. Services and supports start with focussing on what's most important to the person.

Where people want to see impact:

Systems, services, responses and supports focus on what's important to individuals, resulting in care approaches truly informed by an individual's wants and needs.

Better integration of mental with medical health, to enable more holistic health outcomes for people.

Places we can start:

Foster initiatives that keep and grow assistance at a local level. Personalised and responsive contact is the key.

Localise national workforce strategies (in health, ageing and disability) to attract and retain people in aged care services. Work with the leaders of the Disability Industry and Workforce Strategy developed through the Public Sector Innovation Lab.

Partnerships with palliative care and training programs to enable care plans for dying well at home or in residential care.

Creating a 'no wrong door' approach in the service system in South Australia by building relationships and trust between sectors and system silos.

Navigating Change

2. Systems and bureaucracies enable options, choice, flexibility and outcomes.

Our broader systems and bureaucracies behave similarly, focussing on process and compliance. These foci constrain their ability to offer better options and choice to people, limiting their capacity for flexibility and to respond to the diversity within the population. While this affects the capacity for all of us to live well, it's often older people who are impacted the most.

In particular, stakeholders indicated the focus on process and compliance of many bureaucracies is stifling innovation by creating conditions where the development, trial and implementation of new ideas is difficult.

To set more new ideas up for success, we need to examine and address the existing regulatory barriers that are preventing them from being put into action. To create the conditions for success local, state, federal and cross-departmental government stakeholders will need to work across portfolios (often experienced as silos).

It is possible to redesign systems with the person at the centre and the pillars of ageing well embedded in business as usual. This will require developing shared perspectives on problems, the conditions keeping problems in place and the outcomes people want.

Navigating Change

2. Systems and bureaucracies enable options, choice, flexibility and outcomes

Where people want to see impact:

A shift in the focus of our bureaucracies and systems to be more person-centred and age friendly,

Systems and bureaucracies that better invest in the conditions that encourage the development, trial and implementations of new ideas.

Systems and bureaucracies that develop shared perspectives of problems and challenges, and enable more aligned efforts to achieving outcomes for people.

Places we can start:

Build the capability of more organisations and agencies to provide age friendly services and supports, particularly organisations that have not previously considered directions to support ageing well.

Foster more peer-led models that create the opportunities for people to have conversations about and build new skills in planning for and navigating change (e.g. Mind Set for Life).

Explore the role of trusted advisors such as financial advisors and GPs in supporting people to take a holistic view of ageing well and planning for future possibilities.

Navigating Change

3. Better access to the support people need, when they need it, to build people's resilience and ability to cope with difficult transitions.

Navigating change successfully requires us to be able to access the right kind of help at the right time. However, a lack of flexibility in our systems and bureaucracies means they are often slow and cumbersome to respond when we present. In some cases, the right kind of support doesn't exist, or hasn't been developed yet. Without the right support our situation worsens, our resilience takes a hit, and we become less capable of positively bouncing back for the long-term.

The transition from (paid) employment into retirement was frequently described as a life change we need to get better at enabling people to successfully navigate. Responses need to enable access to the right supports at the right time, to reduce the degree change challenges our resilience, so that we can all get on with living a good life.

Stakeholders and older South Australians indicated building people's capacity to navigate change also requires us to get better at proactively strengthening our resilience prior to changes occurring. Enhancing our connections with community was frequently described as being key, especially in rural and semi-rural locations where distance can heighten loneliness and isolation.

People are seeking localised and networked responses that improve how people are resourced to navigate change. This could include skill building, information about possibilities, and connecting them to the right people/services.

Navigating Change

3. Better access to the support people need when they need it to build people's resilience and ability to cope with difficult transitions.

Where people want to see impact:

Better access to the right supports when people need them.

Proactive responses for navigating change that build people's resilience, before change occurs.

Greater connections to community that enables better supports when we need them.

More localised responses for navigating change (that increase our access to them).

Increased focus on resourcing people for positively navigating change.

Places we can start:

Foster initiatives that assist people to be as healthy as they can across the lifespan. These initiatives should encourage healthy behaviours that help prevent and better manage long-term health conditions, and support health service delivery in the community to avoid or minimise hospital stays.

Develop resources in verbal, video and story-telling formats that empower people to make their own decisions. These could include resources on supported decision making, advance care directives and enduring powers of attorney.

Create more opportunities like the stakeholder workshops, to build cross-sector relationships around innovation for ageing well in South Australia (learning about what is already happening and working together on new opportunities).



Enabling Factors

Overview

To realise the strategic priorities for ageing well, three enabling factors emerged.

Tackling Ageism	Growing Diversity	Increasing Accessibility
Lead the way in creating a non-ageist society.	Respond to a diversity of needs and recognise that some population groups are at higher risk of not ageing well.	Enable accessibility of place, increased mobility, inclusive application of technology and information that is easy to find and engage with.
Grow a life-course perspective, emphasising living well, no matter our age.	Grow a diversity of options and choices around home and housing, roles and contributions, services and supports, and dying well.	Foster neighbourhood level change.
		Tackle the issue of affordability.

Tackling Ageism

South Australia must lead the way in creating an inclusive society, moving beyond ageism.

Contributors identified the following starting points:

- Positive visual representation of older people across all facets of life including: partnering with media to shift mindsets about age; showcasing a diversity of experiences of ageing; growing narratives about the possibilities and everyday experiences of older people.
- Growing a life-course perspective, emphasising living well, no matter our age. A perspective focussed on the needs and choices important to us at different stages throughout life.
- Growing awareness of the length of time that people have a healthy and active older age. Promoting the diverse ways older people live fulfilling lives.
- Creating a new language that is consistently inclusive, that discusses the kind of life we want no matter our age and grows a mindset that ageing well is a matter for everybody.
- Painting a picture of the next chapter of living, creating the case for retirement to be 'retired' from our lexicon.
- Ensuring the rights of older people are known and upheld. For example, minimising structural discrimination that negatively impacts on the opportunities and experiences available to older people.
- Ensuring opportunities to pursue interests are not age restricted. All environments look to support engagement across the lifespan. For example, recreation and sport, the arts, education.
- Creating roles for older people to advise and influence inclusive language and imagery. For example, active ageing committees who work with access and inclusion panels in local governments.
- Apply universal design principles to ensure accessibility for all.
- Build a culture of curiosity about, respect for, and valuing of the past, present and future contributions of older people to society and their communities.
- Build on international and national campaigns. For example, WHO Global Campaign to Combat Ageism, EveryAGE counts campaign.

Tackling ageism by ...

- *leading the way in creating a non-ageist society*
- *growing a life-course perspective, emphasising living, no matter our age*

Growing Diversity

South Australia must foster options and choices that reflect the diversity of needs.

Strategic actions must reflect diversity of needs and recognise some population groups are at higher risk of not ageing well. Diversity includes (but isn't limited to) geographic location, life stage, background experiences, co-morbidities, cultural and spiritual beliefs, gender and sexual orientation, experiences of social or economic barriers.

Contributors identified the need for targeted responses for some population groups including people in rural and remote locations, Aboriginal and Torres Strait Islander people, people from CALD communities, people who are gender and/or sexually diverse, older single women.

Contributors identified the following starting points:

- All people have accessible opportunities to participate in community engagement in a way that is culturally safe and inclusive.
- Organisations and other entities are supported to contribute to positive perceptions of diverse community groups, e.g. cultural celebrations showcasing positive news stories and balanced narratives.
- Further work with some groups e.g. gender specific, culturally and linguistically specific, First Australian specific to identify their ideas/needs related to home and community.
- Ensure the needs and aspirations of older people living with disability are understood when growing diversity.

Strategic actions must grow a diversity of options and choices around home and housing, roles and contributions, services and supports, and dying well. Growing diversity of options and choices must be driven by better outcomes and be underpinned by exposure and ready access.

Contributors identified the following starting points:

- Building the confidence of older people about their value and what they have to contribute. People need to believe in other possibilities.
- Build awareness of the roles of older people in their communities and in workplaces. We need to paint the picture for government, employers, organisations and local government about the day-to-day possibilities for the contributions of older people.
- Address the impact a lack of local infrastructure can have on access to technology for regional and rural areas.
- Identify local staff who can get to know people, advocate for options, and provide helpful solutions.

Growing diversity by ...

- *responding to different needs, recognising those at risk*
- *growing options and choices*

Increasing Accessibility

South Australia must grow access to options and supports that enable ageing well.

Strategic actions must enable accessibility to place, increased mobility, inclusive application of technology and information that is easy to find and engage with.

Neighbourhood level change must be fostered by learning from successful examples (such as The Pear Café) to understand what makes them work and how approaches spread.

Employment and economic participation (not accepting volunteering as the only option) are critically linked to choice and accessibility. Where possible influencing Commonwealth policies and developing State policies that increase affordability is essential.

Accessibility of place

Contributors identified the following starting points:

- Universal design is made routine in all developments to ensure inclusion for all.
- Working closely with design and infrastructure teams in local and state governments.
- Moving towards a less risk averse environment by way of play spaces for children and grandparents.
- Grow dementia friendly communities and businesses.
- Ensuring climate change mitigation includes protections from the elements such as trees, transport shelters, drinking fountains and rest points.

Technology

Contributors identified the following starting points:

- Invest in inclusive technologies – knowing when technology is an appropriate technology for outcomes, not a barrier and not furthering marginalisation/inequities.
- Recognise that moving to online only services is potentially isolating.
- Promoting digital hub services; making accessible PC and device training for all.
- Navigation supports that facilitate easy to understand information pathways.
- Creating spaces for discussions and direction setting for the role of AI (Artificial Intelligence).

Increasing accessibility by ...

- *Working on multiple points of access*
- *fostering neighbourhood level change*
- *tackling the issue of affordability*

Increasing Accessibility

South Australia must grow access to options and supports that enable ageing well.

Mobility

Contributors identified the following starting points:

- Opportunities for demand oriented transport to enable sustainable mobility.
- Traffic calming and other safety by design features are integrated into urban environments so that everyone can move around safely.
- Having mixed use design to enable walkable ('wheelable') communities.
- Investing in recharge stations for mobility devices.
- Increasing accessible bathrooms and adult change places, with facilities registered on the national public toilet map.
- Focus on how we can enable people to be out and about in the community on their own terms.
- Realising the potential opportunities from driverless technology.
- Networked resources, with latent resources (such as private/ government fleet vehicles, school buses) being connected up.
- Flexible transport options (beyond the prescribed bus routes).

Information and support

Contributors identified the following starting

points:

- Growing diversity of supports that enable active participation in community life e.g. employment, volunteering, activities and hobbies (recognising support is more than physical health and care).
- Providing information and support in ways that ensure people drive their own futures, through active planning and adapting to unforeseen change in circumstances.
- Working with older people to design what a seamless and integrated support service system could be, applying technology to enable connected and responsive supports.
- Increasing the diversity of support options, enabling choice, but not so that it becomes overwhelming or not viable/ sustainable.
- Understanding the different ways older people engage with technology to inform how it can best play a role in information and supports.



Supporting Conditions

Overview

Creating the conditions for change is critical to a successful State Plan for Ageing Well. Through the engagement process three supporting conditions emerged.

Outcomes Driven	Systems Perspective	Collaborative
Learn through action.	Develop leaders who act systemically	Foster conditions for collaboration.
Align around outcomes of the strategy.	Apply ageing well lens to all policies.	Role for all - recognise the roles multiple stakeholders can play.
Drive change from older people's lived experience.		

Outcomes Driven

Older people want to have an active role in defining the measures of success for the plan. They want to experience the change and see progress towards the big goals.

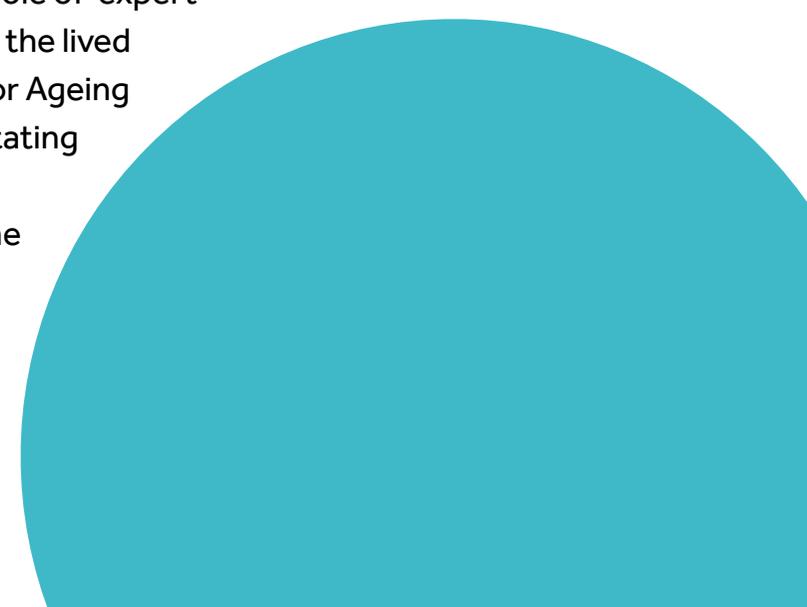
Partners in the plan need clearly defined outcomes so that they can decide what actions they can take to contribute to achieving the big goals. Valuing outcomes over outputs will support multiple stakeholders to align their actions with the plan and make sure their contributions are creating the results desired by older people in South Australia.

This requires Office for Ageing Well to foster the shift in focus from outputs to the impact of actions on older people's lives. Office for Ageing Well has already been fostering this shift through its approach to providing grants and can grow the focus on outcomes through the State Plan for Ageing Well.

An outcomes focus will drive a desire for better information about what is working and what is not, and is important in fostering a learning through doing culture with partners.

Learning through doing, with resources dedicated to experimentation and growing new evidence of what works, will support better decision making for improving policy, supports, services and other solutions.

An outcomes-based approach also requires a shift in stakeholders' mindsets from the role of 'expert' to one of ongoing engagement with the lived experience of older people. Office for Ageing Well holds an important role in facilitating a shared understanding of people's needs and wishes, and promoting the many roles of older people in bringing the plan to life.



Systems Perspective

Greater impact of the plan will come from deepening leaders' system awareness. Contributors to this process valued the opportunity to spend time asking themselves different questions, learning what others are doing and exploring better responses to ageing well. Many commented these opportunities are infrequent, this presents a gap for an Office for Ageing Well response.

The potential of the plan relies on building the capacity of people in partner organisations who can do the groundwork for long-term change. Growing skills in experimentation and testing, leading emergent strategy and working in complexity are critical to achieving the ambition of the plan. There is an important need to invest in building the leaders who will steward the plan over the next 10 years and beyond.

The strategic priorities that have emerged will require interagency collaboration, calling for interconnected policy and aligned effort and resources to underpin the State Plan for Ageing Well. This is not a new approach for SA Health and there is opportunity to learn from the *Health in All Policies* approach. Contributors in more than one workshop described a critical role for Office for Ageing Well team to be champions of ageing well with other departments, ensuring from the start any policy being developed enables ageing well in South Australia.



Supporting Conditions

Collaborative

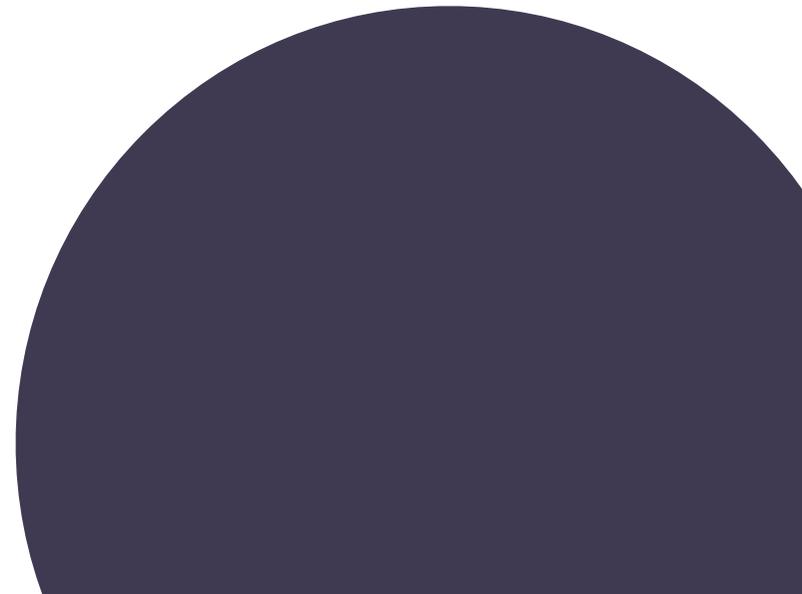
To realise the vision for ageing well in South Australia we have to work together in new ways, with people we haven't worked with before, with people who think differently to ourselves. Office for Ageing Well is well placed to be asking stakeholders to collaborate in new ways; to be the host of a diverse ecosystem of older people, community leaders, relevant industry actors, innovators and policy makers working on the outcomes of the strategy.

No one organisation can do this alone, we need to commit to working together, so that we can push ourselves beyond business as usual and support each other to lead in directions away from unhelpful dominant trends. First we will need a chance to build trust but as we mature as collaborators we have the potential to progress experiments and innovation that demonstrate the future of ageing well.

By coming together around the priorities that we have a remit to work on, we can each bring passion, experience, connections and resources to the table

and expect in return access to the passion, experience, connections and resources others bring to achieving these shared goals. Through shared demonstration and learning, we can make sure resources are redirected to spreading what is creating better outcomes in our state.

Collaboration can happen at multiple levels, following are three Australian examples of what is possible.





 mindset for life

Recently retired
and working out
what's next?



Mindset for Life

Mindset for Life is a personal development program for people navigating retirement to reflect on their strengths and skills and positively plan a productive and meaningful future.

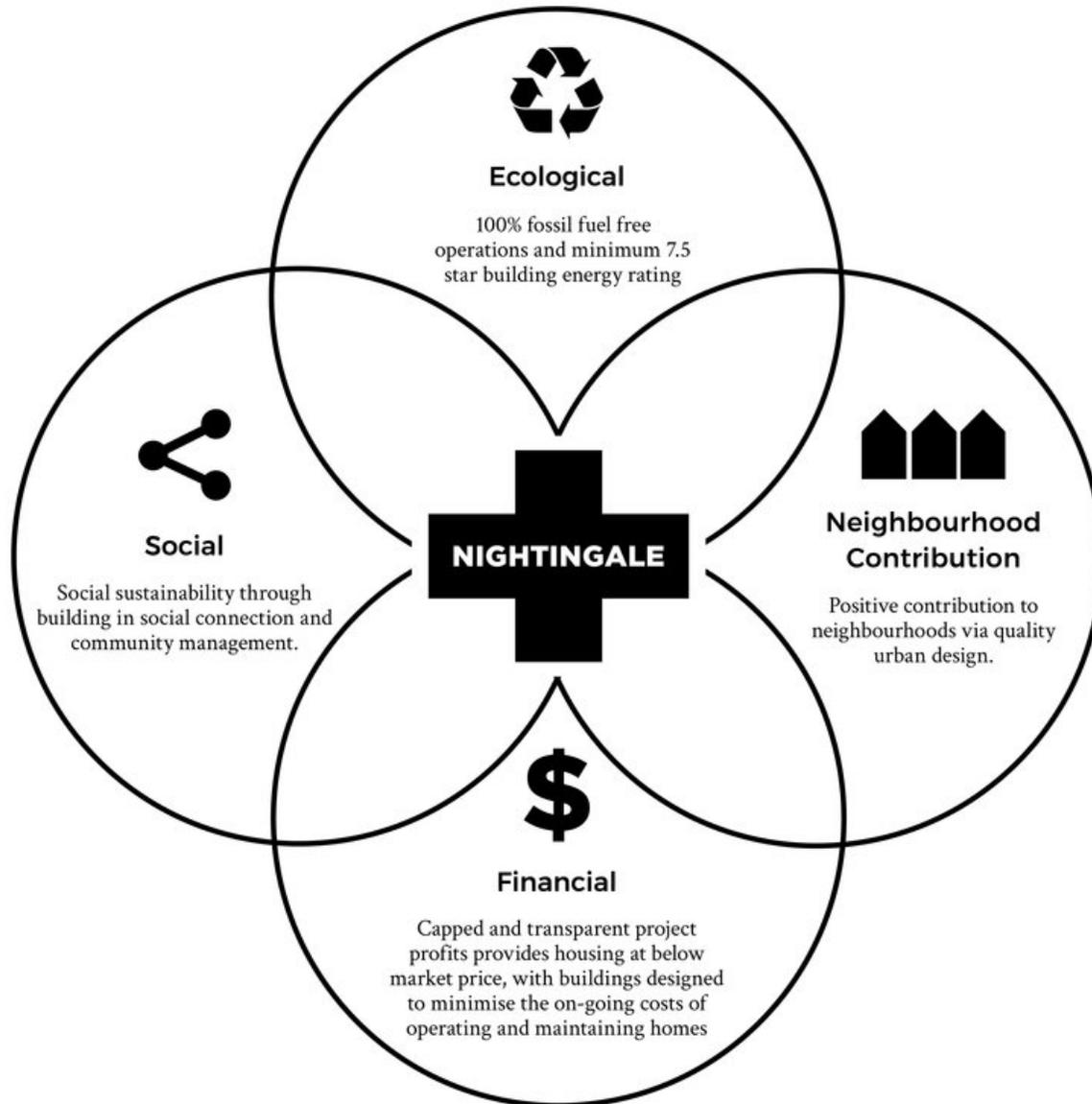
<https://mindsetforlife.com.au/>

Collaboration in Action

Mindset for Life is powered by a team of peer convenors - people who have retired and are growing local networks of South Australians transitioning into retirement.

The model is backed by a collaboration between Think Human, multiple Local Governments in SA and Office for Ageing Well. Founding partners continue to provide in-kind support for the growth of the model.

The model was first developed through co-design with people transitioning into retirement, starting as a partnership project between The Australian Centre for Social Innovation (TACSI), City of Port Adelaide Enfield, the Council on the Ageing (COTA SA) and Office Ageing Well. These founding partners contributed IP, resources and financial investment.



Nightingale Housing

Nightingale Housing is leading a housing revolution in Australian cities by facilitating the delivery of housing that is financially, socially and environmentally sustainable.

It is a model underpinned by key principles and processes that include deliberative design and community contribution.

Collaboration in Action

The model was conceived in Melbourne by Breathe Architecture with the help of Architecture Architecture, Austin Maynard Architects, Clare Cousins Architects, MRTN Architects, Six Degrees Architects and Wolveridge Architects with the support of the Robin Boyd foundation.

Nightingale Housing encourages all developments to allocate 20% through a community housing provider. For example, in Nightingale Village they are working with each individual project and Housing Choices to manage the 20% allocation for affordable housing.

<https://nightingalehousing.org/>



EveryAge Counts

EveryAGE Counts is a campaign to tackle ageism faced by older Australians. The campaign's vision is "a society where every person is valued, connected and respected regardless of age and health". It is fostering grass roots action.

Collaboration in Action

The campaign is driven by a coalition of individuals and organisations committed to tackling ageism including FECCA, COTA Australia, National Seniors, The Benevolent Society, Uniting, ECH, Aboriginal Community Services, Author and Social Commentator Jane Caro, the Human Rights Commission, ACSA.

EveryAGE Counts coalition is organised around building:

- a national coalition for action;
- an active, broad-based social movement;
- effective advocacy and political engagement;
- a stronger policy, research and evidence base;
- powerful responses to structural ageism and discrimination in employment, healthcare, aged care, housing, digital inclusion and economic security;
- effective communications and marketing.

Its activities are supported by philanthropy through the JO and JR Wicking Trust managed by Equity Trustees.

<https://www.everyagecounts.org.au/>

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