



Community and Information Services Committee Meeting Agenda

**Tuesday, 6 December 2005
Council Chamber, 401 Greenhill Road, Tusmore**

Members: Councillor Wickham - Chair
Her Worship The Mayor, Wendy Greiner
Councillors Bills, Collins, Davey, Gilbert, Harris, Hillier, Jacobsen,
Morley, Obst, Ward and Wilkins

1. Apologies

2. Confirmation of Minutes

Recommendation

That the minutes of the Community and Information Services Committee meeting held on 15 November 2005 be taken as read and confirmed.

3. Consent Agenda

4. Officers Reports

4.1 150 Year Celebrations Proposal p 3

4.2 Review of the City of Burnside's Lunch Program p 17

5. Other Business

6. Closure

Item No. : 4.1
Date : 6 December 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : 150 Year Celebrations
Attachments : Attachment A - Overview Of Commemorative Events
Attachment B - Recommended Activities
Attachment C – Other Considered Concepts
Strategic Goal : Recreation, Community & Cultural Development

Purpose

This report provides Members with information and proposals for the City of Burnside 150 Year Celebrations Project.

Recommendation

1. That the theme '*Burnside 150 Years: Celebrating Our City*' be adopted.
2. That the proposed activities (as per Attachment B) and schedule of events (as per point 10) of the report for the Burnside 150 Year Celebrations Project be adopted in principle, subject to funds being allocated in the 2006/07 budget.
3. That \$25,000 be allocated from the operating contingency budget to the Burnside 150 Year Celebration Project to commence preliminary activities.
4. That the remainder of the project funds required of \$53,000 be considered as part of the 2006/07 budget deliberations.

THE CITY OF BURNSIDE 150 YEAR CELEBRATIONS 2006

Background

1. At the 18 October 2005 Community & Information Services Committee meeting, Members received a report detailing preliminary suggestions for activities and events to celebrate 150 years of the City of Burnside during 2006.
2. A draft framework and theme was created through a staff consultation process, and this information was used to create discussion at the three community consultation forums held on Wednesday 19 October, Thursday 20 October and Thursday 27 October 2005.
3. Over sixty groups from the Burnside community were invited to participate. The first forum was orientated towards service club and community groups, the second forum orientated towards young people, arts and historical organisations, and the third targeted church, sporting groups and other local organisations. Although only twelve organisations participated, they represent a wide group of people across the community. In addition, a number of groups and residents have informally contacted Council with their views and ideas.
4. The consultations explored what other Councils have undertaken to celebrate commemorative events (Appendix A), discussed potential themes for the City of Burnside 150 years, as well as providing a framework to generate community ideas that could form a program of 150 year celebrations.

Discussion

150 Year Theme

5. Several themes were devised in the course of the consultation period, all having several variations to place an emphasis on different aspects of the 150 year celebrations.
6. The community indicated that the theme should have an emphasis on recognising the rich history of the area. In addition, the theme should express a simple concept, without using jargon or too many words within the statement. It is expected that the theme will be used on Council letterhead during the 150 year, and more generally in the marketing and promotion of 150 year activities to the community.

Recommendation 1

It is recommended that the following theme be adopted:

Burnside 150 Years: Celebrating Our City

7. Both staff and the community generated many ideas for events and activities. Initiatives undertaken by other Council commemorative events were discussed at the workshops, and these were outlined in Attachment A. The community members who did attend the consultation workshops emphasised that 2006 presents an opportunity to promote the history of the area to the wider community, as well as an opportunity for the community to celebrate and have fun.

8. Attachment B details the recommended events and activities for the 150 Year Celebrations, which constitute the program schedule outlined below. In addition, Attachment C outlines other concepts discussed but not included in the proposed program.
9. Each concept was evaluated in terms of consistency with the proposed theme, potential for community involvement, value for money, practicality, feasibility to organise within the time frame and community resources available. An estimation of cost is provided for each activity.
10. The table below presents a summary of the proposed schedule for the 150 year commemorative activities during 2006/2007. The program of events includes a flagship project (History Display Project) which builds on the history of Burnside in a way that involves the community. There are two other smaller supporting projects focused on history and a number of celebratory community and invitation events.

(Note: Attachment B provides explanations for each activity or event)

August 06	Opening and Meeting of Council to commemorate the 150 years. Combined Church Service Launch of History Display Project
September 06	Sites of Historical Importance - Map 150 Facts about Burnside
October 06	Musical Evening – Burnside Symphony Orchestra Burnside Swimming Centre – 40 th Celebration
November 06	Freedom of Entry March – 144 th Signal Squadron
December 06	Volunteer Recognition and Christmas function
January 07	Australia Day Celebrations and Close

Recommendation 2:

It is recommended that the proposed schedule of events and activities for the Burnside 150 Year Celebrations Project be adopted by Council.

11. The proposed schedule of events offers:
 - Activities each month from August 2006 through to Jan 2007
 - Activities that promote an understanding and appreciation of local history
 - Opportunities for the community to gather together and celebrate
 - Recognition of the value and importance of volunteers to the community
12. The estimated total cost of the proposed program is \$83,000, which also includes marketing and promotion of suitable Council activities during the 150 year.

13. A significant amount of the work is required prior to August 2006. Work will commence in January 2006, with partnerships being established with key community groups to develop the Oral and Visual History Project, the Map containing sites of historical importance and planning for the Opening and Meeting of Council as a key launch event for the 150 year.
14. Approximately \$5,000 of the allocated \$10,000 has already been expended through the community consultations and concept development. It is estimated that \$30,000 will be required within this financial year to establish and implement the projects.
15. The remainder available funds of \$5,000 can be utilised this financial year; therefore it is recommended that Council allocate \$25,000 from the operating contingency budget during this financial year (to make a total of \$30,000) to enable the commencement of project activities.

Recommendation 3:

It is recommended that \$25,000 from contingency funds be allocated to the Burnside 150 Year Celebration Project, with the remainder required funds be considered during the 2006/07 budget preparation.

16. To assist with project development, it is proposed that an internal steering group be established to ensure a coordinated and collaborative approach to events and activities. Consisting of representatives from across key areas of Council, the Steering Group will not only provide advice and support during the planning phase, but also enable good communication across departments where required and facilitate the implementation of activities as they progress throughout the year.

Summary

17. Following staff and community consultations, the theme "Burnside 150 Years: Celebrating Our City" is proposed. A wide range of activities and events have been discussed and assessed for appropriateness and feasibility. The proposed program of events has a 'flagship' Historical Display, supported by a series of small history and information projects. Importantly in the 150 year, volunteers will be given additional recognition for their contribution to Council activities. There are a number of community events, with the Australia Day formalities being combined with a 'community fair' and signalling the close of the 150 year celebrations.

OVERVIEW OF COMMEMORATIVE EVENTS

Mitcham Council – 150 years

- Various events, displays, exhibitions, tours. Funding was limited, so tried to combine 150 celebrations with existing events, and had smaller integrated events.
- A series of commemorative ceramic tile tables created from local materials to depict the unique features and history of each of the 6 wards.

The public was invited to make contributions of

- Clear photographic images
- Local stone
- Bricks
- Inscribed-ware (local pottery)
- MCB & Burbank bricks

History group volunteers were able to contact families etc to donate items of memorabilia to be part of the tables. Each table was launched with a free BBQ and entertainment.

- Also a new or extended walking trail was developed and launched in each ward at the same time as the tables.
- Reception – former Mayors and Elected members.
- Publication “Explore Mitcham”. Brochure that folded out into a large map and contained historic info etc.
- Banners and Commemorative postcards
- An edition of the newsletter dedicated to a specific ward
- History of council – written by an historian, a brief summary on the web site.

City of West Torrens 150 year celebrations

- Official naming of “West Torrens Jubilee Park”
- Development of Cultural Unity Paths in the Memorial Gardens
- Planting of 150 trees across the city
- “Past, Present and Future” – Historic exhibition
- Production of the “ City of West Torrens 150th Anniversary History book
- Dual naming (Kaurana & English) of “significant sites”

Adelaide City Council

- 1986 - South Australia Jubilee 150 Board - Jubilee 150 Commemorative Walk – a series of bronze plaques set in the paving slabs of the footpath on the northern side of North Terrace between King William Street and Frome Road. The people commemorated on Jubilee Walk were selected by a small panel of eminent South Australians and represented explorers, pioneers, scientists, writers, performers, social workers, sporting personalities.
- Multicultural walking trail brochure established for SA’s 150th Jubilee.
- Guided tours of the collections of Colonial Light and Queen Adelaide during SA History Week

Unley Council

King William road street party and Unley way to go fair included:

- Free family event – free rides and workshops
- Fashion parades, Street performers and dancers
- Eco village – promote environmental initiatives. Display useful products/information
- Unley community Art and craft exhibition

Prospect Council

- Commemorative mural “100 years of transportation” 1979 (amongst others)
- Stobie poles – in 1986 residents were invited to submit designs for painted Stobie poles.
- Prospect Heritage collection was opened in 1986 as part of the SA 150 Jubilee celebrations.

Mt Barker Council

- Heysen Art Prize
- Exhibition
- Heritage Streetscape Art Competition
- Musical and Street entertainment
- Food and wine
- Children’s creative Activities

City of Playford Historical Services

During SA History week:

- Historical Bus Tour of the City of Playford
- Children’s Story Time : Australian History Theme

City of Tea Tree Gully Library

- Family History Day – help with family history/resources. Local history volunteers on hand to answer questions
- Open day at the Local History Room. Staff available to answer questions and guide through collection.

Salisbury Council

- 2005 Mayoral Awards for seniors. Each year the Mayor invites nominations for awards in recognition of the contribution people make towards the development of Salisbury and its older residents in the following categories
- Senior Citizen of the Year, aged 50 years and over - Female and Male.
- Volunteer contribution by an individual or a group for outstanding service within the Salisbury Community.
- Group, organisation or business providing an outstanding accessible service for seniors.

- Outstanding individual – demonstrating physical activity beyond the boundaries of ageing

Onkaparinga Council

- Produced map of Kurna names/areas and history of Kurna people in area

Some events from SA History Week....

SA Maritime Museum

- Online Oral History Project. Students invited to capture local SA maritime history – results displayed online.

National Motor Museum

- Oral History Project “The Listening Post” – capture oral history stories from residents.

Loxton Historical Village

- Old Style Dance

Coromandel Community Centre

- Colonial Bush Dance and BYO Basket tea
- Event – traditional Fair and Fare

Friends of Belair National Park

- Belair National Park Heritage Walk.

Tourabout Adelaide

- West Terrace Cemetery Walks

Holdfast Books

- 3 Course Dinner – History on a Plate. Featuring short talks and entertainment.

RECOMMENDED ACTIVITIES

	Concept	Overview	Est. Cost	Evaluation
1	<i>History Display</i>	<p>Residents suggested that there are many individuals who are may offer very rich stories about Burnside and its past. If these stories are to be preserved then it is important to gather these stories soon. Therefore, it was suggested that an oral history project be developed.</p> <p>Building on this idea, it was also suggested that local residents could be encouraged to bring in old photos of Burnside (to be scanned), and later be added to a visual display. This would be combined with the recorded voices of residents and their stories of Burnside. The 'voices' could be incorporated as part of the display. In addition, it was suggested that a display of the George Bolton films be offered as part of the project.</p> <p>To ensure long term outcomes of this project, it is envisaged that the display can be stored and resurrected for key Council functions as required.</p> <p>In addition, the display will be recorded onto CD-ROM and copies distributed to Primary & High Schools to encourage and promote a better understanding of local history.</p>	\$25,000	<p>This concept had universal strong support when discussed. It provides an opportunity to 'record' history and make it accessible to the community. It is consistent with the proposed theme.</p> <p>It is also an interactive project, engaging directly with the community and encourages a sense of community pride and belonging.</p> <p>The project not only provides a lasting display, but makes this accessible to young people within the community.</p> <p>It is feasible that this project can be undertaken prior to August 2006 and there may be interest from community groups and individuals to assist.</p>
2	<i>Sites of Historical Importance - Map</i>	<p>This included the identification of key areas of historical importance, designing 'trails' or paths, and developing a map that can be provided to residents to discover the history of the area. The map would identify historical precincts, houses, trees and parks etc. with interpretive text.</p> <p>Guided Bus Tours may be used to launch awareness of the maps.</p> <p>There may be connections with this project and the history display.</p>	\$15,000	<p>This is consistent with the theme, may allow for some community members and organisations to contribute in its development, skills & knowledge exist to both produce the map and provide historical information, and the project should be able to be completed within 7 months. It may be easily distributed and popular for new and existing residents.</p>

	Concept	Overview	Est. Cost	Evaluation
3	Australia Day 2007 Celebrations	<p>Australia Day is a community day. It consists of flag raising, citizenship ceremonies and the presentation of community awards .</p> <p>This day can also be used to promote 150 years of Council in a very public way to the local community, focusing on recognising achievements and strengths.</p> <p>Practically, this will involve adding a 'community fair' following the formal Australia day ceremony.</p> <p>The Fair will be an opportunity to promote key Council projects, offer fun activities and promoting the involvement of clubs and societies at the Hazelwood park event.</p> <p>It has been suggested that this event formally concludes the 150-year celebrations.</p>	\$7,000	<p>The Australia Day Celebrations is an appropriate time to promote 150 years of Council to the community. It celebrates being Australian, and encourages a sense of belonging to the local community.</p> <p>This builds on an existing activity, so it offers good value for money, with high exposure to the local community. There will be opportunities for community participation in the provision of stalls, activities and fund raising initiatives.</p>
4	Recognition of volunteers – Christmas Function	<p>There has been strong sentiment that Council business and its success is due to an active and committed group of volunteers.</p> <p>Recognition will be in the form of commemorative pins presented to all volunteers as a gift at the Volunteer Christmas function,.</p> <p>The Commemorative Pins will promote the 150 years of Council and allow volunteers to publicly display their important connection with the City of Burnside.</p>	\$4,000	<p>This concept is encouraging and rewarding volunteering within the community. It also helps create a general sense of pride in the community.</p> <p>The activity builds on an existing volunteer recognition event, it is cost effective and can be organised within the available time.</p>
5	Celebration of 40yrs of the Burnside Swimming Centre	<p>The start of the 2006 season (Oct 06) will be the 40th anniversary of the Burnside Swimming Centre.</p> <p>It has been suggested to hold a 'fun day ' event focused on children and young people. It will consist of structured aquatic activities, fun competitions and include a small retrospective display, (perhaps including the display of the George Bolton film featuring the construction of the pool facility).</p>	\$6,000	<p>The Burnside Swimming Centre is highly valued by the local community and celebrating this promotes community pride in the local facilities.</p> <p>The event will focus on fun and celebration and will assist in the season's promotion.</p> <p>The project is feasible to organise by October 2006.</p>

	Concept	Overview	Est. Cost	Evaluation
6	<i>Freedom of Entry – City of Burnside</i>	<p>On the 7 November 1987, the 144th Signal Squadron was granted 'Freedom of Entry' to the City of Burnside. Formal recognition of achievements within the Squadron will occur, combined with a march down Greenhill Rd and Portrush Rd, and finally a social function in the Burnside Ballroom.</p> <p>The Freedom of Entry tradition is centuries old and started in medieval times. It signifies the true bonds of friendship and often the expectation that the armed body on whom the honour was bestowed would assist in the defence of the city.</p> <p>The Freedom of Entry March has been delayed until 2006 to coincide with the Council 150 yr celebrations. The 5 of November 2006 date has been nominated by the 144th Signal Squadron as the Royal Australian Signal Corps celebrates its birthday on the 10 November.</p> <p>Burnside Council will assist in the planning and organisation of the event, and contribute to providing a facility, catering and entertainment (such as a Police Band).</p>	\$7,000	<p>The 144th Signal Squadron has an established with the Burnside community. The Freedom of Entry march honours a tradition and it is expected to be very popular within the community. The event will be organised in partnership with relevant staff within the Squadron,</p> <p>For a high profile community event, it will be cost effective for Council to host and can be organised within the available time.</p> <p>The event allows for community participation in watching the parade, as well as meeting members of the squadron in the social event following the march.</p>
7	<i>Marketing of Council activities, events projects and events</i>	<p>There are numerous Council activities that may be promoted within a '150 year' marketing strategy. This may include Miss Polly's Picnic and other key library events, Carols in the Park, etc. In addition, letterhead may be changes and signage added to promote 150 years at Council. Key Council projects may also be promoted during this time.</p>	\$7,000	<p>Given the celebration is about 150 years of Council, it is logical to inform the community of the diversity of work being undertaken by Council, for the good of the community.</p> <p>This is a relatively low cost activity, which promotes an understanding and appreciation of the work undertaken by the City of Burnside.</p>
8	<i>150 Facts about Burnside</i>	<p>This concept has an aim to promote simple but interesting facts about Burnside – to encourage pride and interest in the community. Facts may relate to people, events or locations within the area. This could be in the form of a bookmark, distributed through the Library. Given the high use of the library by the community, information will be widely distributed.</p>	\$5,000	<p>This project promotes understanding the community will assist in promoting community pride.</p> <p>It is low cost with potentially wide impact across Burnside. It is feasible to organise within the time available. The project provides added value to the Burnside Library experience.</p>

	Concept	Overview	Est. Cost	Evaluation
9	Meeting of Council	<p>The Meeting of Council would be the formal commencement of the 150 year celebrations.</p> <p>A meeting of Council would commemorate the proclamation of Council on the 14 August 1856. It was suggested that this meeting could be combined with or linked to a Ecumenical Service at St David's Church.</p> <p>Suggestions were also made to open the 'time capsule' as an additional activity.</p>	\$5,000	<p>The meeting of Council would be an important symbolic and public recognition of the 150 years.</p> <p>It would be a low cost invitation event, with no practical difficulties to organise in the time frame. There has been strong community interest in an ecumenical service and providing an awareness of the old Council Chambers.</p>
10	Music Night - Burnside Symphony Orchestra	<p>The Burnside Symphony Orchestra celebrates their 50th year in 2006 and welcomed the opportunity to work with Council to celebrate.</p> <p>The BSO have suggested that they could provide a special event in which they reflect upon their 50 years and play music from the repertoire spanning the whole 50 years of their existence. They also suggested that this might be a fund raising opportunity for a local charity/group.</p> <p>The funds will be used to promote the event, provide light catering for the evening.</p>	\$2,000	<p>The 50 years of the BSO coincides with the 150-year celebrations. The BSO has a historical significance to the area and is therefore consistent with the theme.</p> <p>It presents value for money through a contribution and provision of in-kind support by Council, allows for the community to participation and it is feasible to organise within the time frame. There may be wide community interest for this activity, given interest shown in the BSO over recent years.</p>

OTHER CONSIDERED CONCEPTS

	Concept	Overview	Est. Cost	Evaluation
1	Forum Development	This concept is to recognise achievements of individuals within the community, through providing individualised bricks or pavers - integrated with the existing design at the front of the civic centre (known as the forum). This may be combined with a significant community art project within the forum area.	\$50,000+	The 'recognition' of key individuals is consistent with the theme, but may be a costly exercise to include within the 'forum' area. Although many people have expressed an interest in using art to celebrate 150 years, there was also a concern for value for money and divisive views over what may be acceptable.
2	Reprinting of the Paddocks Beneath	This book is an excellent historical reference of the area and few copies are now available. A suggested minimum print run (2,000 copies) could be done and books sold by Council	\$46,000	Although consistent with the theme and contains good historical information, the concept is expensive, with up front costs not recovered for several years. Multiple copies are available in the library.
3	Princeton Club or Scout Dance Re-enactment	This proposal came from residents who felt there was potential for the dances of a previous era to be revisited. The dance would be combined with an invited dinner. Young people would be encouraged to participate.	\$10,000	The dances would be attractive to older people within the community, though not necessarily younger people. There may be feasibility issues, with no clear community group with an interest in this concept and difficulty in 're-creating' the atmosphere. The event may not present value for money and may be unpredictable in terms of community interest.
4	Tree Planting	Tree planting is a project to bring the community together to improve the environment. This project would plant '150' trees to commemorate the 150 years of Council. Ideas were to undertake this project in 1 st creek or Hazelwood Park, gathering community groups and volunteers for the preparation and planting.	\$8,000	Tree planting is not immediately consistent with the theme, though the activities do bring people together in the community. There are numerous practical issues to resolve – determining suitable sites, comprehensive planning and consistency with creek erosion plans/land management plans, weed and feral removal, possible volunteer injuries from site preparation, availability of appropriate trees, time of year for planting, follow up care of trees etc.
5	Recognition of Kaurua Heritage	This project would develop dual names for key areas of land using Aboriginal Kaurua language. It would involve working with Aboriginal community representatives and may allow for further historical information on Aboriginal heritage to be developed and promoted.	\$5,000	The concept has merit within the theme but not may require longer term negotiations and discussion with both the Aboriginal community and local Burnside community to develop a suitable outcome.

	Concept	Overview	Est. Cost	Evaluation
6	<i>Colonial Dance</i>	The Colonial Dance would celebrate through dancing in costume and to music of the period. The community would be invited to dancing lessons, with young and old encouraged to join in both the preparation (design of costumes) and dancing in the event,	\$5,000	This is consistent with the theme and may encourage participation from the community. The concept may be time consuming to organise with limited or at best unpredictable interest from the community.
7	<i>Pantomime – 150 years of Council</i>	This concept involved engaging with a theatre group (such as the Burnside Players) to write and perform a pantomime that would give information about the history of Council. It was suggested that schools could also be encouraged to participate and perform.	\$7,000	The concept of using the performing arts to develop an understanding of history is consistent with the theme. Although a budget of \$7,000 is suggested, this will still require significant voluntary input. There may be a significant lead-time to create and establish the pantomime and practical concerns in providing professional direction, managing community participation and working in partnership with schools another groups within the time frame.

Item No. : 4.2
Date : 6 December 2005
To : Community & Information Services Committee
From : General Manager Corporate & Community Services
Subject : Review of the City of Burnside's Lunch Program
Attachments : Nil
Strategic Goal : Recreation, Community & Cultural Development

Purpose

To provide Members with a briefing of the outcomes of the recent review of the Lunch Program, within the City of Burnside Community Centre.

Recommendation

1. That the Report be received.
2. That Council endorse the refocus of the Lunch Program to have a primary aim of meeting identified socialisation needs for older residents in the Burnside area, to be phased in from July 2006.
3. That a further report be submitted to Council as part of the 2006/07 budget process with the recommended option and cost implications for ongoing operations of the Lunch Program.

REVIEW OF THE CITY OF BURNSIDE'S LUNCH PROGRAM

Background

1. The Manager of Community Services, City of Burnside, commissioned an external review during August and September 2005. The purpose of the Review was to:
 11. Provide an overview of the Lunch Program with particular emphasis on role, function, cost, management, current resources and facilities;
 12. Examine the current output of the Lunch Program with regard to number of meals, type of meals, capacity of resources and trends; and
 13. Provide advice with regard to future needs, program viability and projected development.
2. The review was in response to an initial concern of the sustainability of the present workload requirements within the Lunch Program, following what appeared to be a significant increase in the number of meals since 2000. In addition, although the program is very popular within the community, there has been no recent review of the desired community outcomes to ensure that resources are targeted to meet changing community needs.
3. A mixed method was used to gather data for the review. This included document analysis, data interrogation, investigation of relevant websites and literature, examination of like programs and interviews with staff, management and volunteers.

Discussion

History

4. The Burnside Community Centre Lunch Program was established in May 1982 and was one of the very first programs the Centre provided for the community. As an initiative of the then Mayor, Ms Coralie Soward and the Burnside Women's Service, the Lunch Program was developed to provide single/widowed seniors living in the Burnside area, with nutritious meals and an opportunity to socialise. The program, at that time, provided a limited selection of meals and was operated five days a week solely by volunteers. Unfortunately, statistics regarding usage levels at this time do not exist although, volunteers working in the kitchen at the time, indicated that meals provided were somewhere in the order of ten to fifteen meals per day.
5. Since its inception some twenty three years ago, the program has grown considerably to include take away meals and a choice of lunch types, including dessert. With this growth, the impost on volunteers became considerable and unsustainable. The Council recognised and supported the requirement for a paid worker to take on the responsibility for the co-ordination of the program. The first Catering Officer was employed in the late 1980's for 15 hours per week (later increased to 30 hours then to the current 32.5 hours per week), to accommodate an increasing demand for meal services. Volunteers however, have continued to play an integral "hands-on" support role in the kitchen and dining room to present day. The employment of the Catering Officer ensured the co-ordination and broader organisational requirements were fulfilled on a regular basis.

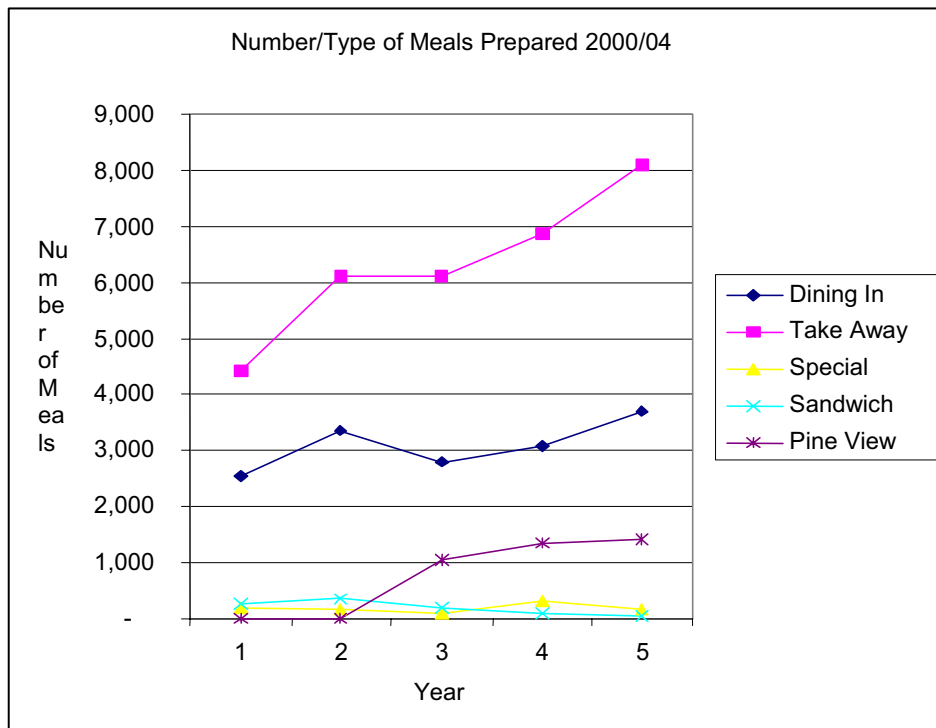
6. The aims of the Lunch Program are outlined in the Community Lunch Program Business Plan (dated March 2000) as the following:
 14. Provide a variety of nutritious well balanced and affordable meals for the residents of Burnside;
 15. Foster a welcoming and friendly atmosphere which encourages social opportunities for our customers in the Community Centre Dining Room;
 16. Offer residents the opportunity to volunteer and receive training and experience in the areas of food planning, preparation and customer service;
 17. Provide opportunities to assist residents to access other services and information;
 18. Provide meals to support residents undergoing short term confinement at home or limitations in their ability to access meals;
 19. Work in partnership with other Council programs;
 20. Provide this service within budget and with an effective use of resources; and
 21. Maintain a well equipped and functioning kitchen for the use of groups hiring the Community Centre.
7. The Lunch Program is the only program within the Community Centre where a staff position is funded to run the program. Council's primary investment in the Lunch Program is through the employment of a part time Catering Officer and the part subsidy of the kitchen running expenses although; increasingly the sale of meals has contributed to the overall program budget in recent years.
8. The provision of commercial catering services has also been included in the program in order to generate income, but this has not proven to be a viable concern. Only infrequent and small internal functions are currently catered for by the Catering Officer and then, usually on a cost recovery basis for the materials used. A physical limitation through the size of the kitchen and oven creates a barrier to the development of this component, as it is not possible to prepare lunch and accommodate other baking needs at the same time.

Identified Issues

9. The review highlighted a number of areas that require further review or action:
 - Program Focus;
 - Duplication of Services;
 - Community Information and Access to Services;
 - Workload Management;
 - Volunteer Participation; and
 - Resourcing.

10. Program Focus

- 10.1 The Lunch Program has, since its inception, maintained the aim to “*foster a welcoming and friendly atmosphere which encourages social opportunities ...*”. Through to 2005, socialisation has remained a stated aim of the program however, as the number of take-away meals has grown, it would appear that the social factor has become a less significant part of the overall program focus. This growth in takeaways is not consistent with the stated aim and underpins many of the issues relating to the lunch program.



- 10.2 It is also evident that the program has moved beyond its original focus of providing single or widowed seniors living in the Burnside area, with nutritious meals. Instead, the age span of customers is not monitored and requirements have shifted significantly from residents of Burnside to anyone of any age who orders a meal on time and within the predesignated daily cap of 50 meals (only introduced this year).
- 10.3 The above graph shows how the minimal restrictions on the access to the program has doubled the demand for meals over a five year period, without a corresponding increase in resourcing. Given the community profile of the Burnside area, the report recommends that the Lunch Program target group be redefined for those who are aged 65 years and over, for older people who may be socially isolated and limited to residents of the Burnside LGA only.

22. Duplication of Take-Away Service

- 11.1 The Lunch Program has progressively increased the number of take away meals it has been preparing. This increase has occurred as a result of customer demand (in having no boundaries in place regarding eligibility) and a perceived need to generate increasing program income to offset expenditure.
- 11.2 Take away meals are a replication of the day's menu, placed in foil containers and presented as a hot meal, a refrigerated meal or a frozen meal. Customers

can indicate the type of presentation they require. A small supply of frozen meals is maintained for introductory and “emergency” purposes.

- 11.3 There has been an ongoing and increasing demand for take-away meals from the Lunch Program. Since 2000 the number of take away meals prepared has increased significantly at a rate of 2,000 meals per year. In the year 2000, there were 4,431 takeaway meals prepared , compared with 8,000 in 2004 and 10,000 plus projected for 2005.
- 11.4 This expansion appears to have been driven by a number of issues:
- To accommodate a consistent short fall in volunteer availability to service the dining room area (setting a precedent which is hard to break);
 - To enable mobile customers with invalid partners, who no longer cook, to have access to meals which can be warmed at home and eaten together;
 - To provide regular meals for customers who can't/don't cook,
 - To provide ready made meals for weekends when the dining room and Meals on Wheels are not in operation,
- 11.5 This shift to take away meals appears to be unnecessarily duplicating a state wide service – ‘Meals on Wheels’. Meals on Wheels provides a meal service across the state for frail aged, elderly, disabled and people who are convalescing. Many of those who currently access the Lunch Program may also be eligible to receive Meal on Wheels if they meet the required criteria.
- 11.6 ‘Meals on Wheels’ eligibility is based around the following criteria:
- Short term following surgery or illness;
 - As respite;
 - Carer support;
 - Long term needs for frail aged;
 - Chronically ill or disabled; and
 - Younger disabled.
- 11.7 In addition, residents currently have several options in the Burnside area to source alternative private sector providers who currently offer competitive meal prices compared to the Burnside Lunch Program. These providers can deliver meals to residents homes or via pick-up from the provider.
- 11.8 The Review recommends the cessation of take away meals as those in need can easily obtain through the Meals on Wheels program. For those not in need, but prefer the convenience of pre-prepared meals, then a choice of private providers can be offered to residents as an alternative.
- 11.9 This change will also allow the program to focus on the socialisation goal by bringing people into the community centre to have their meals with others in their community. The reduction in take away meal will however have revenue implications, as the program has relied on the income to provide the program.
- 11.10 The current provision of meals to the Pine View Lunch Club is consistent with this aim, therefore the Review did not make recommendations to change Pine View’s current arrangements. The provision of meals to Pine View however, does present workload management issues which will need to be considered within any proposed change to the program.

- 11.11 Overall, the cessation of take-always through a targeted and managed reduction strategy will significantly stem current program demands.

23. Community Information & Access to Services

- 12.1 It was apparent from the Lunch Program aims that the intention was to ensure customers of the Lunch Program were supplied with current information regarding other support services that may be of use to them – either through the Community Centre or through other community based services and programs.
- 12.2 The primary responsibility for this has been with the Catering Officer, however the increasing work demands following increasing meal numbers has meant that the Catering Officer has simply been unable to fulfil this function.
- 12.3 The Review commented on the need to have ‘non-kitchen’ time to provide greater time for customer interaction. In addition, the review also recommended better integration with the City of Burnside Aged Care team to ensure that there are opportunities for information provision.

13. Workload Management

- 13.1 Numerous pressure points were identified within the program that require immediate attention until the longer term issue of managing client demand is managed and resolved.
- 13.2 The Pine View Lunch Club adds an additional 40 meals one day a week, with no additional staffing resources. There are manual handling issues and work safety issues which can be resolved with kitchen hand support for 3 hours on the Pine View days. Longer term, discussion may occur with Pine View to review meal provision options.
- 13.3 The limited non-kitchen time or ‘down-time’ within the kitchen has implications for appropriate menu planning and review, monitoring work safety and hygiene and adequately supervising the numerous elderly volunteers within the kitchen.
- 13.4 The Catering Officer has currently no allocated time for staff training and development, an appropriate level of supervision, nor is there time to participate in team activities (such as ‘all of staff meetings’). This has an undesirable isolating effect on the employee. The Review recommends considering placing the Catering Officer in the Aged Care Team to provide both a sense of team and clarity of purpose for the position. In particular, this change in team location may also:
- Improve menu planning to meet aged care needs and provide a focal point generally for elder nutrition within Burnside;
 - Foster greater information exchange with other aged care workers;
 - Create opportunities for program enhancement through more co-ordinated aged care activities; and
 - Link the training of volunteers to an aged care context.

14. Volunteer Participation

- 14.1 As established earlier, the Lunch Program was developed and run by volunteers until the size of the program had extended to the point that it required a continuity and commitment beyond that which is reasonable for a volunteer. Council decided at that point to employ a paid worker. Since that time, volunteers have continued to provide kitchen assistance to the program under the guidance of the Catering Officer. Some 10 volunteers currently provide assistance in the kitchen on a rotational basis and many of the volunteers have been long term contributors. A minimum of two volunteers per day are required, each for four and a half hours. This equates to some 2,250 volunteer hours per annum.
- 14.2 The Program, as it has expanded, has required volunteer kitchen hands to be adept, fast and responsive to the working environment. Practically, this means some older volunteers need much higher levels of supervision to ensure safety and standards are met. Older volunteers with limited dexterity and mobility have become less viable in the current commercial-like kitchen environment.
- 14.3 Continuity of individuals is also an issue that impinges on the kitchen's capacity to work with maximum effectiveness. The Catering Officer, under pressure to produce an increasing number of meals has less time and capacity to provide "on site" training and support for new volunteers, which creates a hazard potential in the kitchen work area. Recently, the Lunch Program has utilised volunteers from the Work for the Dole Scheme. Despite early teething difficulties, the utilisation of this resource has provided a constant person within the kitchen to stabilise the work environment.
- 14.4 The Lunch Program critically relies on volunteers to undertake its functions. The changing age profile of volunteers potentially makes this an unsustainable position, particularly in a high demand kitchen environment. The Lunch Program requires its future operations to be not only safer for volunteers but offers an environment where volunteers feel they are meaningfully contributing to the community rather than working in a commercial kitchen.

15. Resourcing

- 15.1 The current expenditure of the Lunch Program is approximately \$105,000, with \$80,000 of the costs incurred being recovered through meal charges and a further \$25,000 as a result of Council subsidy. It is important to note that as the previous issues have highlighted, the present level of Council subsidy is inadequate to ensure that the program is sustainable in the longer term.
- 15.2 The real costs of the program are underestimated. For instance, not only is the program reliant on volunteers, the community centre staff also regularly provides assistance to the Catering Officer which is not costed to the program. Although there is no asset management plan, the review signals major equipment replacement within the next 12-18 months of approximately \$15,000. The review also makes comment on a number of identified hazards within the kitchen workspace that require attention and these have not yet been costed but are expected to be approximately \$20,000. Much of the small equipment items have not been replaced for many years and replacement is not a feature of the current budget.
- 15.3 Over the years, the Lunch Program has moved from a local community initiative to a commercial operation, without the necessary planning and resource management. There are higher professional and community expectations of this

type of program, yet resourcing has fallen short resulting in limited supervision, staff development, capacity to train and regularly support volunteers, and appropriate menu planning.

- 15.4 The Review also recommends funding kitchen hand support. This is critical at peak times (Pine View meal preparations) but if current numbers of meals were maintained, then daily kitchen hand support would be required. In addition, current workloads would require increased Catering Officer time to support menu planning, team work and supervision; appropriate equipment and asset management planning and funding to maintain professional standards within the kitchen environment; and funding to address identified safety hazards within the kitchen work areas.
- 15.5 The resourcing picture for the Lunch program is further complicated as the large number of takeaway meals has contributed to a reduced Council subsidy. Whilst maintaining the number of meals is unsustainable and there is a case to no longer provide take away meal services, any reduction in the number of meals is likely to lead to an overall increase in Council subsidy to the program.

Next Steps

16. Although the Review signals a series of inter-related issues with the Lunch Program that require resolve, the community need for socialisation and support for older people remains. The Lunch Program is consistent with the feedback from the community through the 2020 Strategic Planning process, which highlighted the need to seek opportunities for community interaction, as well as assisting the socially isolated to achieve greater contact with their community.
17. To meet this identified community need, the Lunch Program needs to be re-focused and re-designed to ensure sustainability in the longer term.
18. Firstly, Council requires a strategic decision to refocus the program to specifically meet the socialisation needs of the elderly within the Burnside area. Practically, this means moving away from the provision of take-away meals and placing an emphasis on the provision of meals in the dining area to encourage social interaction for the elderly.
19. Secondly, the operational changes are required to better manage the program's risks and liabilities, as described within the Review. The operational changes will need to not only take into account the proposed reduction in take away meals, but resolve work and safety issues, demands on ageing volunteers, a kitchen environment that needs upgrading, and resourced in a way to ensure continued provision of services. In addition, the revenue will considerably decrease given the reduction in total meal numbers.
20. There are two major options to consider, summarised in the tables on the following pages:

Option One – Dine in meals provided, Take-Aways Referred

Service Level	4,800 dine in meals per annum (20 per day) + no take-aways 2,000 Pine View Take-Aways
Resourcing	5 addition hours per week for Catering Officer Kitchen Hand staff required – 1 day per week (4hrs) for Pine View demand
Benefits	Service levels maintained for 'dine-in' meals, Residents appropriately referred to private sector providers and 'Meals on Wheels' for takeaways Less pressure on volunteers Improved business continuity In control of meal preparation & can easily vary where needed
Disadvantages	Reduced revenue to offset expenditure, Perceived reduction in service level, Require volunteers to assist in food preparation and management of meals 3 hrs of heavy wash-up & cleaning per day required which may not be attractive to volunteers Council subsidy level dependent on patronage level.
Risks	Staff & volunteer injury, particularly with many older volunteers Reduced problems in business continuity, Food safety and hygiene issues still exist Difficult to gain suitable volunteers Unknown demand – currently only serve approx 16 dine-in per day
Once Off Costs	\$35,000 (approx.) for kitchen modifications & equipment replacement as outlined in the Review
Recurrent Costs	\$50,000 Council subsidy (additional \$25,000 to current subsidy)
Option Evaluation Summary	The service level is similar to current (16 meals per day). The kitchen is a less pressured environment and can rely less on volunteer input, though volunteers will still perform important roles. Kitchen and equipment improvements will need to be implemented. Business continuity can largely be maintained, with problems mainly on emergency catering officer replacement in terms of unplanned leave. Ongoing issues for finding suitable volunteers to perform the tasks in the kitchen will remain. Although risks are still present for food safety, they are reduced due to the overall reduced workload.

Option Two – Dine in Outsourced & Take-Aways Referred

Service Level	4,800 dine in meals per annum (20 per day) + no take-aways Pine View referred to Private Sector Providers of delivered meals
Resourcing	No Change – Catering Officer will set-up, serve & clean
Benefits	<p>Service levels maintained for 'dine-in' meals (residents charged at cost prices),</p> <p>Residents appropriately referred to private sector providers and 'Meals on Wheels' for take-aways,</p> <p>Significantly safer and less pressure on volunteers (as they will assist in serving & cleaning),</p> <p>Flexibility and time for catering officer to deliver 'skill development' programs (such as Men's Cooking for Elderly, shopping instruction, meal planning programs etc),</p> <p>More attractive for volunteers to assist,</p> <p>Minimal business continuity issues</p> <p>Reduced reliance of volunteers reduced overall expenses (Catering Officer wage & minor kitchen ongoing expenses),</p> <p>Minimal critical issues if Catering Officer on leave,</p> <p>Greater opportunities to interact with residents and provide good customer service,</p> <p>Improved capacity to refer to other Council programs and provide information,</p> <p>Able to accommodate staffing requirements for professional development, supervision and team inclusion,</p> <p>Reduced requirements to upgrade kitchen and equipment to commercial standards</p>
Disadvantages	<p>No revenue to offset expenditure</p> <p>Perceived reduction in service level,</p>
Risks	Contract management of quality and supply of meals
Once Off Costs	\$15,000 for kitchen modifications & equipment replacement
Recurrent Costs	\$45,000 Council subsidy (additional \$20,000 to current subsidy & including potential Commonwealth grant for community development activities)
Option Evaluation Summary	<p>This option essentially allows for the private provision of the meals, with the Catering Officer undertaking minor preparation, serving and cleaning for each lunch time session.</p> <p>This option adds an additional component to the program – one of skill development for older people. The Catering Officer will have greater time to undertake community capacity building activities such as cooking classes, shopping instruction and targeting special nutritional needs groups within the aged community. The Catering Officer will have more flexibility to attend team meetings, provide supervision of volunteers, provide quality control and provide information and better customer service than current situation.</p> <p>Although not undertaking significant meal preparation, the kitchen will require some new equipment and changes to facility.</p> <p>The outsource option minimises risks in the kitchen, but a new risk of managing and monitoring a contract is created.</p>

21. The preferred option to pursue is Option Two, which adds a new community development component to the program. There will be time and opportunity for the Catering Officer to develop 'skill development' programs which assists older people in a practical way to maintain and improve their quality of life. The outsourcing of meal provision also significantly reduces business risks in the kitchen environment. There will be less chance of accident and injury, as well as less chance for food safety issues to arise under this arrangement.
22. Option Two will provide a unique opportunity to redesign the Lunch Program so that it aligns with our understanding of an ageing community and can contribute to improving elder nutrition, support ageing in place and continue to provide opportunities for alleviating social isolation – a strong theme within the Vision 2020 consultations.
23. At this stage, option two can not be committed to operationally, as the feasibility will need to be tested through an 'expressions of interest' process and negotiations with potential providers. Option Two will also require an increased recurrent input of resources to maintain the program. If the option is feasible, a costed operational plan will be developed in the lead up to a full program budget submission in preparation for the 2006/07 Budget.
24. It is important to note that Community Services Staff will manage the proposed operational changes sensitively and respectfully, whilst acknowledging the valuable contribution of both staff and volunteers throughout the process. The Lunch Program reaches many people within the community, so any change process will require a gradual and staged process, with good communication with users of the program. In addition, communication will occur with private sector caterers and 'Meals on Wheels' to ensure the 'take-away' clients are able to access appropriate services to meet their individual needs.

Summary

25. The City of Burnside's Lunch Program has operated for more than twenty years, providing meals to a wide range of people within the community. Originally operated by volunteers, this program has grown considerably and current runs similar to a commercial operation. Now that the program is producing more than 13,000 meals per year, a review has been undertaken to identify issues to improve the program.
26. The Lunch Program review identified issues relating to the program focus, duplication of services, community information and access to services, workload management, volunteer participation and resource management.
27. It is recommended to Council that the Lunch program be refocused towards alleviating social isolation for the elderly, and restricting the program to Burnside residents only.
28. Operationally, outsourcing and referral will be tested for feasibility. Outsourcing meal provision offers significantly reduced business risks within the program. Also, the program will gain the capacity to have a 'skill development' component and offer cooking classes and other related programs for the elderly within Burnside.
29. The proposed changes will be worked through in a planned and consultative manner to ensure that the Lunch Program continues to meet the needs and expectations within the Burnside community.