



# KNOX CITY COUNCIL

## AGENDA

### STRATEGIC PLANNING COMMITTEE

Meeting of the  
Strategic Planning Committee of Council

To be held at the Civic Centre,  
511 Burwood Highway, Wantirna South  
on Tuesday 2016 at 7.00pm

Under Section 89 of the Local Government Act 1989, Council may resolve that the Meeting be closed to members of the public if the Meeting is discussing any of the following issues Personnel Matters, Personal Hardship of any resident or ratepayer, Industrial Matters, Contractual Matters, Proposed Developments, Legal Advice, Matters affecting security of Council property, any other matter which the Council or Special Committee considers would prejudice the Council or any person

#### **APOLOGIES**

#### **DECLARATIONS OF CONFLICT OF INTEREST**

Item 1.	Confidential Information Register	1.
Item 2.	Community Development Fund Evaluation Panel Terms of Reference and Progress of Community Development Fund Enhancement Project	5.
Item 3.	14 Henderson Road, Knoxfield	37.
Item 4.	Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project	39.
Item 5.	Amendment C137 - Built Form Controls for Alchester Village and The Basin - Report on Submissions	46.
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Item 7.	NDIS Feasibility Assessment Project Update	61.
Item 8.	Customer Service Centre, Shop 32A Stud Park Shopping Centre, Rowville (confidential)	89.

Kerry Stubbings  
Acting Chief Executive Officer

**ALL WARDS****1. CONFIDENTIAL INFORMATION REGISTER**

**SUMMARY:**        *Manager – Governance and Innovation  
(Fleur Cousins)*

*This report seeks a Council resolution to declare information confidential in accordance with the requirements of section 77(2)(b) of the Local Government Act 1989.*

**RECOMMENDATION**

That Council, in accordance with section 77(2)(b) of the Local Government Act 1989,

1. Declare the information referred to in Confidential Appendix A as confidential information on the grounds as specified in the attachment.
2. Declare Confidential Appendix A as confidential information in accordance with the grounds specified in section 89(2)(h) of the Local Government Act 1989, as a matter which the Council considers would prejudice the Council or any person.

**1. INTRODUCTION**

Section 77(2)(c) of the Local Government Act 1989 enables the Chief Executive Officer to designate information that is confidential, specifying the relevant ground/s applying under section 89(2) of the Act. Such information is designated confidential for a period of 50 days only and requires a Council resolution in order to remain confidential in perpetuity.

**2. DISCUSSION**

The definition of 'confidential information' in section 77 of the Local Government Act is as follows:

“(2) For the purposes of this section, information is “confidential information” if-

- (a) the information was provided to the Council or a special committee in relation to a matter considered by the Council or special committee at a meeting closed to members of the public and the Council or special committee has not passed a resolution that the information is not confidential; or
- (b) the information has been designated as confidential information by a resolution of the Council or a special committee which specifies the relevant ground or grounds applying under section 89(2) and the Council or special committee has not passed a resolution that the information is not confidential; or

**1. Confidential Information Register (cont'd)**

- (c) subject to sub-section (3), the information has been designated in writing as confidential information by the Chief Executive Officer specifying the relevant ground or grounds applying under section 89(2) and the Council has not passed a resolution that the information is not confidential.
- (3) Confidential information referred to in sub-section (2)(c) ceases to be confidential at the expiry of the period of 50 days after the designation is made unless sub-section (2)(a) or (2)(b) applies to the information.”

Under section 77(3), if the Chief Executive Officer has designated in writing that the information is confidential information, the information will cease to be confidential at the expiration of 50 days after the designation was made.

A Council resolution is now required to ensure the confidential status and legislative protection of documents designated as confidential by the Chief Executive Officer in accordance with Section 77 of the Act. It is important to note, that confidential information can, by subsequent resolution of Council, become non confidential.

**3. CONSULTATION**

No consultation has occurred in relation to the preparation of this report, however, a Council resolution to declare information confidential in accordance with the requirements of section 77(2)(b) of the Local Government Act 1989 is consistent with Council's Confidential Information Policy and Procedure.

**4. ENVIRONMENTAL/AMENITY ISSUES**

There are no environmental/amenity issues associated with the preparation of this report.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

There are no financial implications associated with this report.

**6. SOCIAL IMPLICATIONS**

There are no social implications associated with this report.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

This process supports the City Plan aspiration of Democratic and Engaged Communities by ensuring good governance through the application of appropriate processes and protocols to facilitate effective and democratic government.



**1. Confidential Information Register (cont'd)**

CONFIDENTIAL APPENDIX A IS DISTRIBUTED UNDER SEPARATE COVER

**ALL WARDS****2. COMMUNITY DEVELOPMENT FUND EVALUATION PANEL TERMS OF REFERENCE AND PROGRESS OF COMMUNITY DEVELOPMENT FUND ENHANCEMENT PROJECT**

**SUMMARY:** *Community Resourcing Officer (Jodie Heriot)*

*This report presents recommendations for updates to the Terms of Reference for the Community Development Fund Evaluation Panel and advises Council on the outcomes of the relevant Community Development Fund Enhancement Project.*

**RECOMMENDATION**

**That Council**

- 1. Approve the updated Community Development Fund Evaluation Panel Terms of Reference as provided in Appendix A; and**
- 2. Note the outcomes of the Community Development Enhancement Project undertaken in 2015.**

**1. INTRODUCTION**

The Community Development Fund (CDF) is a Council funded grants program established in 1999. It provides project-specific grants to locally focused, not-for-profit organisations involving and supporting Knox community members. The CDF program is administered in accordance with the Knox CDF Policy and guidelines and the CDF Evaluation Panel Terms of Reference.

The CDF Evaluation Panel is a Specific Purpose Committee that exists to annually assess CDF grant applications and make recommendations to Council for the allocation of the CDF grants budget. The Panel annually reflects on the successes and challenges of the previous round to discuss opportunities for innovation and improvement to the grants program and any recommended changes to the CDF Policy, CDF Guidelines or the Terms of Reference for referral to Council.

**1.1 CDF Evaluation Panel Terms of Reference**

At the CDF Panel reflection meeting held in March 2016 the Panel did not have any recommendations for changes to the current Terms of Reference.

The current Terms of Reference require some additions in accordance with recent updates to the Council Committees Policy and the requirements for Specific Purpose Committees.

## 2. **Community Development Fund Evaluation Panel Terms of Reference and Progress on the Community Development Fund Enhancement Project (cont'd)**

### 1.2 **The CDF Enhancement Project**

In September 2014, Council approved the allocation of \$40,305 uncommitted CDF grants to increase community access and effective use of the Community Development Fund to support local initiatives.

This was approved in response to lower than usual application numbers in both 2013-14 and in 2014-15. A survey of over 700 Knox based community groups had been undertaken in late 2013 to better understand the reduction in grant applications.

Survey responses highlighted that promotion of the program needed to be enhanced as only 55% of respondents were aware of the grants program.

In 2014 it was proposed to direct the uncommitted 2014-15 grant fund to engage with community groups in more detail about the grants process, to develop the promotional reach of the CDF and to document and showcase some of the community group projects supported by the CDF in recent years.

Extensive promotion of the CDF was undertaken for the 2014-15 grants round, with a 27% increase in applications.

The CDF Enhancement Project has comprised one element of the Community Group Support Project conducted over the last 12 months, to support the 2013-17 Council Plan action to *'Engage with local community groups to identify how Council can best support their effectiveness including undertaking a review to identify any opportunities to streamline or simplify Council systems to support their operations.'*

Engagement with over 80 community groups was undertaken between April and June 2015, with specific questions in relation to the Community Development Fund and groups' experience and expectations of grants in general. The project enabled increased promotion of the CDF and enhanced engagement with many community organisations across the city. It has informed areas of improvement to Council's systems and processes to support the operation and effectiveness of the community organisations within the Community Group Support Project. (Refer Appendix C).

## 2. Community Development Fund Evaluation Panel Terms of Reference and Progress on the Community Development Fund Enhancement Project (cont'd)

### 2. DISCUSSION

#### 2.1 CDF Evaluation Panel Terms of Reference

The changes to the current Terms of Reference outlined in this report bring them in line with the standards adopted in the Council Committees Policy in 2015.

The main changes are in relation to the process for casual vacancies and more specific requirements regarding the preparation and distribution of agendas and minutes (refer Appendix B).

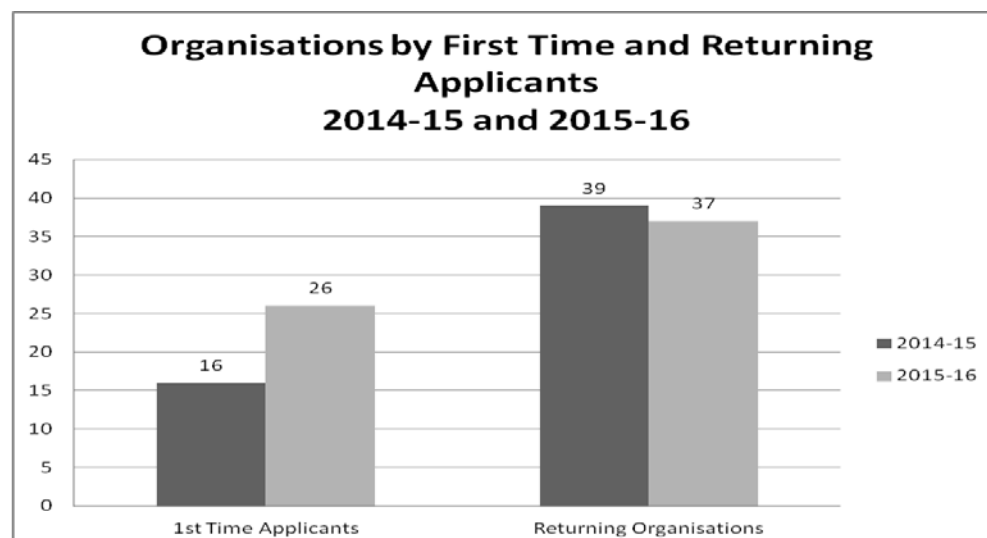
#### 2.2 The CDF Enhancement Project

The CDF Enhancement Project has incorporated the feedback from interviews with the 80 community groups which have contributed to the Community Group Support Project process to promote the CDF and to inform improvements to the 2015-16 and 2016-17 grants processes.

The project enabled an increased promotion of the CDF through direct officer contact with community groups, in addition to the contact achieved through the interview process.

The CDF guidelines were streamlined and redesigned to make the grants information more accessible and visually appealing, as was the CDF poster and other promotional material.

In 2015-16 there was a 24% increase in grant applications and also an increase in the number of first-time applicants.





## **2. Community Development Fund Evaluation Panel Terms of Reference and Progress on the Community Development Fund Enhancement Project (cont'd)**

Another component of the CDF Enhancement project was the commissioning of four short promotional video clips showcasing several community groups that have received and successfully utilised a CDF grant in recent years.

The video clips are linked to Council's grants web page and have been displayed at various events, including Knox Festival, to both celebrate the achievement of community groups and promote the CDF.

Further work is currently being undertaken in consultation with Council's Multicultural Officer to develop a grants promotional poster in the ten main languages used in Knox. This will further extend the reach of the CDF to a broader range of cultural groups.

This project highlighted the value for community groups in having a key contact in Council to assist in navigating various Council systems and processes that impact on volunteer time and potentially compromise community initiative and activity. It also informed the review of the Community Strengthening service that is being undertaken as part of Council's Service Planning program.

## **3. CONSULTATION**

The CDF Panel had considered the current Terms of Reference at its last meeting and did not have any recommended changes or amendments.

Consultation in relation to the CDF Enhancement has been targeted to the wider community and participants in the grants process in recent years, the Panel members and relevant Council departments.

## **4. ENVIRONMENTAL/AMENITY ISSUES**

There are no environmental/amenity issues associated with this report.

## **5. FINANCIAL & ECONOMIC IMPLICATIONS**

There are no financial implications associated with this report.

## **6. SOCIAL IMPLICATIONS**

The CDF grant program facilitates engagement between Council and a diverse range of community groups, strengthening existing relationships, broadening understanding of community need and activity and initiating new collaborations. It also enables the delivery of community based projects/programs relating to the *Knox City Plan*, *Knox Council Plan* and the *Knox Integrated Strategy*.

## 2. **Community Development Fund Evaluation Panel Terms of Reference and Progress on the Community Development Fund Enhancement Project (cont'd)**

Grants offered through the CDF complement the information and training support provided through the Knox Community Skills Program. Both programs contribute to the broader objective of building the capacity of local groups to be self-sustaining and viable.

Funded projects benefit and engage a wide cross-section of the Knox community and provide opportunities for many community service organisations and residents, both as service providers and participants, to enhance community wellbeing.

The enhancements to the promotion and processes of the CDF are intended to enable an extended range of support to more Knox community groups provided by the annual grants program.

## **7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The CDF grants program contributes to the *City Plan 2013-17* themes of 'Healthy, Connected Communities' and 'Culturally Rich and Active Communities'.

The CDF Enhancement project supports the City Plan objective:

5.1 Improve community leadership and participation in Knox;

And the City Plan strategies:

5.1.1 Increase support for locally initiated community programs that build local capacity and opportunities for community groups to become self-sufficient; and

5.1.2 Support local community leadership programs to promote community participation and foster emerging local leaders.

## **8. CONCLUSION**

The CDF Evaluation Panel Terms of Reference have been updated to ensure consistency with the Council Committees Policy.

The CDF Enhancement Project was enabled to continue to improve the way Council promotes and delivers the annual grants program to support the activities and operations of community groups in Knox.

**2. Community Development Fund Evaluation Panel Terms of Reference and Progress on the Community Development Fund Enhancement Project (cont'd)**

It has facilitated the exploration of how grants can be better promoted to all community groups, and particularly to groups that have not had any experience with Knox grants programs.

Ongoing improvements to promotion and grants documentation, as informed by the CDF Enhancement Project will ensure that the Community Development Fund continues to make an effective and positive contribution to the achievement of Council objectives and provide a valued and credible support for community organisations in Knox.

**9. CONFIDENTIALITY**

There are no confidentiality issues associated with this report.

***Report Prepared By: Community Resourcing Officer (Jodie Heriot)***

***Report Authorised By: Acting Director – Community Services  
(Kathy Parton)***

## Appendix A



## TERMS OF REFERENCE

### COMMUNITY DEVELOPMENT FUND EVALUATION PANEL

<b>Directorate</b>	<b>Community Services</b>
<b>Responsible Officer</b>	<b>Community Resourcing Officer</b>
<b>Committee Type</b>	<b>Specific Purpose Committee</b>
<b>Approval Date:</b>	<b>May 2016</b>
<b>Review Date:</b>	<b>May 2020</b>

#### 1. PURPOSE

The Community Development Fund Evaluation Panel (the 'Panel') exists to:

- Annually assess applications for Council's Community Development Fund grants and to make recommendations to Council regarding the allocation of the grants budget in accordance with Council's Community Development Fund Policy.
- Evaluate the ongoing implementation of the Community Development Fund at the conclusion of each funding round and recommend *any appropriate changes in policy and procedure* to Council.

#### 2. OBJECTIVES

The objectives of the Panel are to:

- Ensure that Community Development Fund grants are assessed in a fair and transparent manner in the best interests of the Knox community in accordance with Council's Community Development Fund Policy.
- Advise Council on the recommended allocation of funding under the Community Development Fund.
- Ensure that the annual recommended Community Development Fund grant allocations support relevant Council policies, programs and strategies.

### **3. MEMBERSHIP, PERIOD OF MEMBERSHIP AND METHOD OF APPOINTMENT**

The Panel shall comprise the following:

- Two (2) Councillors who will have voting rights
- Two (2) community representatives who will have voting rights
- Two (2) Council officers participate in the Panel through preliminary assessment of applications, provision of advice and administrative support. Council officers do not have voting rights.

The annual meeting to review the preceding grant process may include the Councillors and community representatives from that period to facilitate the crossover of ideas.

#### **Community Members**

- Community representatives will be appointed to the Panel for a period of four (4) years based on a registration of interest and selection process.
- Successive re-applying is permitted as part of the Council Committee recruitment and selection process.
- Incumbent Panel Community Representatives reapplying for a successive term can be appointed for a period of two (2) years.
- Vacancies for community positions on the Panel will be advertised in local newspapers and on Council's website.
- Casual vacancies which occur due to community or professional/industry members being unable to complete their appointments may be filled by co-opting suitable candidates from the most recent selection process for the remainder of the previous incumbent's term. Staff in consultation with the Chairperson will make a recommendation to the Chief Executive Officer who has delegated authority to appoint the recommended candidate to the committee for the remainder of the previous incumbent's term. Where there are no suitable candidates identified, a formal expression of interest and selection process is required.
- New applicants will be required to submit an application addressing specified selection criteria and to attend a selection panel interview upon request.
- The selection panel will consist of Council staff and Councillors who are current representatives on the Panel, and will make recommendations of appointment of community representatives to Council.
- Previous community representatives may re-apply via the advertised process.

#### **Councillors**

- Council will appoint Councillor representation annually.
- The Mayor, by virtue of the Office, is ex officio member of any committee which may be established by Council from time to time. The Mayor has no voting rights as an ex officio member of the Panel.

### **Council Officers**

- Council officers will be nominated to support the committee by the CEO as required to provide advice and administrative support to the committee.

## **4. DELEGATED AUTHORITY AND DECISION MAKING**

The Panel acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

In making decisions, the Panel must comply with Council's policies, procedures and guidelines. Decisions become recommendations and may be implemented by a staff member who has the appropriate delegation and level of authority.

In accordance with section 76E of the Local Government Act 1989, a Councillor must not improperly direct or influence a member of Council staff in the exercise of any power or in the performance of any duty or function.

The Panel cannot make decisions outside the agreed scope detailed in its Terms of Reference.

## **5. MEETING PROCEDURES**

The Panel will meet approximately 4-5 times, predominantly during the submission assessment period.

*To proceed with a meeting a minimum of four (4) members are required to be present, including one (1) Council officer and one (1) Councillor.*

The Panel is not required to give public notice of its meetings and its meetings are not open to the public.

Meetings will follow Knox Council meeting procedures, which are in summary:

- Commence on time and conclude by the stated completion time;
- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and reasonable discussion and respect for each other's views;
- Focus on the relevant issues at hand; and
- Provide advice to Council as far as possible on a consensus basis.

## **6. CHAIR**

The position of Chairperson shall be reviewed annually immediately following Councillor appointments to committees.

Where there is one Councillor representative on the committee (Panel) that Councillor stands as chair. Where there is more than one Councillor the chair is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the chair.

A committee (Panel) may determine, with consent of the Councillor representative/s, to appoint another member other than the Councillor representative/s as Chairperson.

If the Chairperson is not present at a meeting, any other Councillor shall be appointed Chairperson.

The committee (Panel) must advise the Governance Team of the name of the chairperson within one week of appointment. These details will then be updated on Council's intranet.

## **7. AGENDAS AND MINUTES**

The Panel minutes will contain details of the proceedings and resolutions made, they will be clear and self-explanatory and will incorporate relevant reports considered at the meeting.

Minutes will be provided to the Chairperson for confirmation within 7 days of the meeting and distributed to all Panel members following confirmation from the chairperson within 14 days of the meeting.

The minutes will be submitted to be formally endorsed at the subsequent meeting.

The Agenda must be provided to members of the committee not less than 7 days before the time fixed for the holding of the meeting. The committee must determine whether minutes are to be made available to the public.

## **8. VOTING**

When the Panel is unable to determine a matter by consensus, the matter will be determined by a vote.

Councillors and community members have voting rights.

Council staff provide support and advice to the Panel and have no voting rights.

In the event of an equality of votes, the Panel should endeavour to achieve consensus through discussion and further consideration of the applications.

Where an outcome is not resolved, the Chairperson will have a second vote.

## **9. CONDUCT AND INTEREST PROVISIONS**

In performing the role of Evaluation Panel member, a person must:

- act with integrity;
- impartially exercise his or her responsibilities in the interests of the local community;
- not improperly seek to confer an advantage or disadvantage on any person;
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons;
- commit to regular attendance at meetings; and

- not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

Meetings of the Panel will potentially form an Assembly of Councillors. When this occurs, Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 1989. Community representatives are also required to disclose any conflicts of interest (as defined in the Local Government Act).

Where a member of the Panel declares a conflict of interest in relation to a matter in which the committee is concerned, they must disclose the interest to the committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting. The member must leave the room while the matter is being considered and may return only after consideration of the matter and all votes on the matter.

Where a meeting is identified as an Assembly of Councillors, staff must complete a Record of Assembly of Councillors form. Where a Conflict of Interest is identified by a Councillor or staff member at an Assembly of Councillors, the relevant Conflict of Interest form must also be completed. Forms should be forwarded to the Manager – Governance within 5 working days of the meeting. This information will be published at the next available Ordinary Council Meeting.

## **10. REPORTING**

The Panel will provide its recommendations as an annual report to the Council.

## **11. ADMINISTRATION SUPPORT**

Administration support will be provided by relevant officers in Council's Community Services directorate.

## **12. CONTACT WITH THE MEDIA**

Contact with the Media by the Panel members will be conducted in accordance with the Councillor and Staff Media Policies. Community members should defer any media enquiries to the Chairperson in the first instance and should take care not to respond as a representative of the Panel.



**13. SUNSET CLAUSE AND REVIEW DATE**

The Panel will conclude in May 2016 unless Council endorses a recommendation to continue the Panel's role for a further period. If the Panel continues to have a relevant function, a report must be presented to Council prior to May 2016 that includes a review of the Panel's Terms of Reference and seeks endorsement from Council to continue to act in an advisory capacity for a further period.

**14. MEALS**

The provision of refreshments during the course of Panel meetings will be in accordance with the Meals and Beverages for Council Committees Policy.



## TERMS OF REFERENCE

### COMMUNITY DEVELOPMENT FUND EVALUATION PANEL

<b>Directorate</b>	<b>Community Services</b>
<b>Responsible Officer</b>	<b>Community Resourcing Officer</b>
<b>Committee Type</b>	<b>Specific Purpose Committee</b>
<b>Approval Date:</b>	<b>27 May <del>2016</del>2014</b>
<b>Review Date:</b>	<b>27 May <del>2020</del>2016</b>

#### 1. PURPOSE

The Community Development Fund Evaluation Panel (the 'Panel') exists to:

- Annually assess applications for Council's Community Development Fund grants and to make recommendations to Council regarding the allocation of the grants budget in accordance with Council's Community Development Fund Policy.
- Evaluate the ongoing implementation of the Community Development Fund at the conclusion of each funding round and recommend *any appropriate changes in policy and procedure* to Council.

#### 2. OBJECTIVES

The objectives of the Panel are to:

- Ensure that Community Development Fund grants are **assessed** in a fair and transparent manner in the best interests of the Knox community in accordance with Council's Community Development Fund Policy.
- Advise Council on the recommended allocation of funding under the Community Development Fund.
- Ensure that the annual recommended Community Development Fund grant allocations support relevant Council policies, programs and strategies.

### 3. MEMBERSHIP, PERIOD OF MEMBERSHIP AND METHOD OF APPOINTMENT

The [Panel Committee](#) shall comprise the following:

- Two (2) Councillors who will have voting rights
- Two (2) community representatives who will have voting rights
- Two (2) Council officers participate in the [Committee Panel](#) through preliminary assessment of applications, provision of advice and administrative support. Council officers do not have voting rights.

The annual meeting to review the preceding grant process may include the Councillors and community representatives from that period to facilitate the crossover of ideas.

#### Community Members

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- New applicants will be required to submit an application addressing specified selection criteria and to attend a selection panel interview upon request.
- The selection panel will consist of Council staff and Councillors who are current representatives on the Panel, and will make recommendations of appointment of community representatives to Council.
- Previous community representatives may re-apply via the advertised process.

#### Councillors

- Council will appoint Councillor representation annually.
- The Mayor, by virtue of the Office, is ex officio member of any committee which may be established by Council from time to time. The Mayor has no voting rights as an ex officio member of the Panel.

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### Council Officers

- Council officers will be nominated to support the committee by the CEO as required to provide advice and administrative support to the committee.

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#### 4. DELEGATED AUTHORITY AND DECISION MAKING

The Panel acts in an advisory capacity only and has no delegated authority to make decisions on behalf of Council.

In making decision, the Panel must comply with Council's policies, procedures and guidelines. Decisions become recommendations and may be implemented by a staff member who has the appropriate delegation and level of authority.

In accordance with section 76E of the Local Government Act 1989, a Councillor must not improperly direct or influence a member of Council staff in the exercise of any power or in the performance of any duty or function.

The Panel cannot make decisions outside the agreed scope detailed in its Terms of Reference.

#### 5. MEETING PROCEDURES

The Panel will meet approximately 4-5 times, predominantly during the submission assessment period.

*To proceed with a meeting a minimum of four (4) members are required to be present, including one (1) Council officer and one (1) Councillor.*

The Panel is not required to give public notice of its meetings and its meetings are not open to the public.

Meetings will follow Knox Council meeting procedures, which are in summary:

- Commence on time and conclude by the stated completion time;
- Be scheduled and confirmed in advance with all relevant papers distributed (as appropriate) to each member;
- Encourage fair and reasonable discussion and respect for each other's views;
- Focus on the relevant issues at hand; and
- Provide advice to Council as far as possible on a consensus basis.

#### 6. CHAIR

The position of Chairperson shall be reviewed annually immediately following Councillor appointments to committees.

Where there is one Councillor representative on the committee (Panel) that Councillor stands as chair. Where there is more than one Councillor the chair is to be agreed upon between Councillors. When this cannot be achieved, the Mayor of the day shall determine the chair.

A committee (Panel) may determine, with consent of the Councillor representative/s, to appoint another member other than the Councillor representative/s as Chairperson.

If the Chairperson is not present at a meeting, any other Councillor shall be appointed Chairperson.

The committee (Panel) must advise the Governance Team of the name of the chairperson within one week of appointment. These details will then be updated on Council's intranet.

## 7. AGENDAS AND MINUTES

The Panel minutes will contain details of the proceedings and resolutions made, they will be clear and self-explanatory and will incorporate relevant reports considered at the meeting.

Minutes will be provided to the Chairperson for confirmation within 7 days of the meeting approval before being published or and distributed to all Panel members following confirmation from the Chairperson within 14 days of the meeting.

The minutes will be submitted to and will be formally endorsed at the subsequent meeting.

Agendas and minutes will be prepared and circulated by the responsible Council officer to members in a timely manner, but not less than 7 days prior to the time fixed for holding the meeting. The Agenda must be provided to members of the committee not less than 7 days before the time fixed for the holding of the meeting.

The committee must determine whether minutes are to be made available to the public.

## 8. VOTING

When the Panel is unable to determine a matter by consensus, the matter will be determined by a vote.

Councillors and community members have voting rights.

Council staff provide support and advice to the Panel and have no voting rights.

In the event of an equality of votes, the Panel should endeavour to achieve consensus through discussion and further consideration of the applications.

Where an outcome is not resolved, the Chairperson will have a second vote.

## 9. CONDUCT AND INTEREST PROVISIONS

In performing the role of Advisory Committee (Evaluation Panel) member, a person must:

- act with integrity;
- impartially exercise his or her responsibilities in the interests of the local community;
- not improperly seek to confer an advantage or disadvantage on any person;
- treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons;
- commit to regular attendance at meetings, and
- not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

Meetings of the Panel will potentially form an Assembly of Councillors. When this occurs, Councillors and officers are required to comply with the conflict of interest provisions as set down in the Local Government Act 1989. Community representatives are also required to disclose any conflicts of interest (as defined in the Local Government Act).

Where a member of the Panel declares a conflict of interest in relation to a matter in which the committee is concerned, they must disclose the interest to the committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting. The member must leave the room while the matter is being considered and may return only after consideration of the matter and all votes on the matter.

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KNOX CITY COUNCIL

# Community Group Support Project

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Executive Summary

**June 2015**

## Acronyms and Definitions

<b>CDF</b>	Community Development Fund - Council's one-off project and annual event grant program.
<b>CGSP</b>	Community Groups Support Project.
<b>KCC</b>	Knox City Council
<b>COP</b>	Community Operational Fund - Council's recurrent operational funding for local, not-for-profit community organisations
<b>LMCW</b>	Leisure Minor Capital Works Grants - project funding available for community organisations with an occupancy agreement for use of a Council recreation reserve and/or pavilion.
<b>WCF</b>	Ward Contingency Fund - Councillors' discretionary funding.
<b>Community group</b>	Knox based not for profit community organisations and groups.
<b>Daily track run bus</b>	Council's daily door to door pick-up and drop-off service, transporting seniors to appointments and group meetings.
<b>Seniors excursion bus</b>	Council's annual subsidised bus hire for seniors groups.
<b>Volunteer for Knox</b>	A Council funded, community run service for connecting community groups with volunteers and promoting volunteering

## Acknowledgement

Knox City Council acknowledges the time, thought and commitment that was displayed by the many people who participated in this engagement project. It is appreciated that the comments have been based on community groups different experiences and understandings of Council's role, such as personal and professional relationships and historical circumstances.

Additionally it is recognised that the views of participants, both community group representatives and Council officers, are indicative and may not represent the complete perspectives of either constituency.

## Executive Summary

### Introduction

The Community Group Support Project fulfils Council's 2014-2015 Annual Plan Action and the 2014-2015 Community Development Fund Evaluation Panel recommendation to:

- *'Engage with local community groups to identify how Council can best support their effectiveness, including undertaking a review to identify any opportunities to streamline or simplify Council systems to support their operations'.*
- *'Engage with Knox community groups to establish the extent to which the CDF program is meeting the needs of our community and any possible changes to the program,' and 'Extend the reach of the CDF program'.*

The objectives of this Project are to:

1. Identify relevant Council systems and processes that effect the operation and effectiveness of community organisations.
2. Identify opportunities for simplifying and streamlining Council's systems and processes.
3. Identify opportunities for improved marketing and promotion of the Community Development Fund (CDF) to increase community awareness and participation in the grants program.
4. Analyse the reasons for community organisations both accessing or not accessing the CDF and/or skills and training programs.
5. Recommend appropriate changes to program policies, procedures and promotions that will extend the reach and effectiveness of the CDF and skills programs.

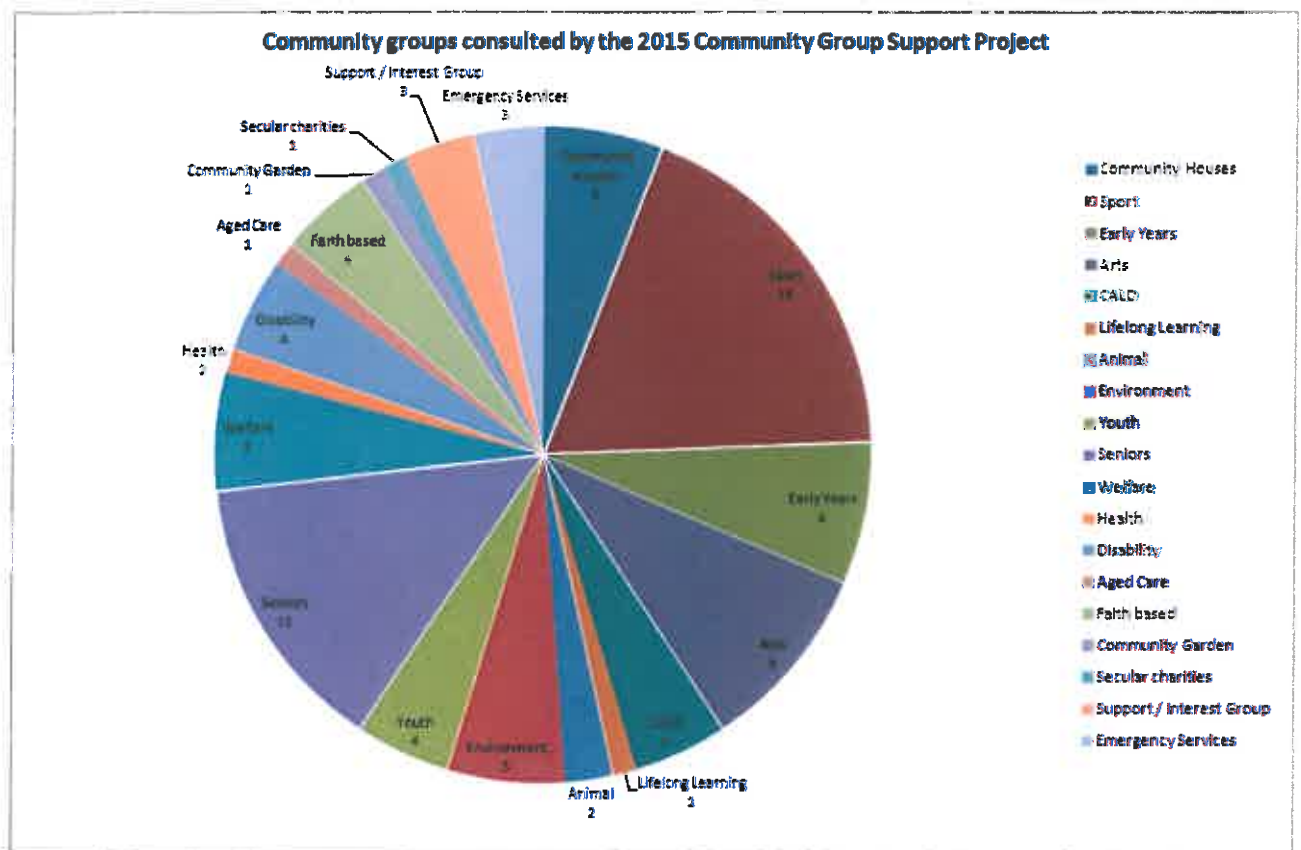
### *Project Methodology*

This Project involved both consultation with community groups located in Knox and Knox Council (KCC) officers. The methodology entailed a mix of processes:

- Community engagement planning.
- Development of group sample framework for community group and KCC organisational engagement.
- Development of consultation tools – a conversation framework.
- Consultation with community groups and KCC officer and managers.
- Thematic analysis of project data.
- Documentation and recommendation development.

The project engaged with representatives from eighty-six of the estimated 800 community groups in the municipality between April and June 2015. A significant cross-section of interests were represented in the community group sample including groups with small and large memberships, as well as newly established and long standing groups.

Figure 1. The Range of Community Group consulted in 2015



## Key findings

Below is a summary of the key findings set out in relation to the five objectives of this Project

### Overview

The community groups welcomed the opportunity to contribute directly to Council, participating willingly even when their input was critical. The Project confirmed the value and importance of consultation and engagement with community groups as part of relationship building and community group acknowledgement by Council.

#### 1. Council systems and processes that effect the operation and effectiveness of community organisations.<sup>1</sup>

Council's systems and process have both positive and negative impacts on organisational effectiveness. Table 1 below sets out the positive and negative impacts identified in consultation discussions with both community group and Council representatives.

<sup>1</sup> Detailed information is set out in Appendix D 'Community consultation data'

Table 1. The positive and negative impacts of Council systems and processes

THE POSITIVE EFFECTS	THE NEGATIVE IMPACTS
<b>Funding via community grants schemes:</b>	
<ul style="list-style-type: none"> <li>• Council grants (such as CDF, COP, LMCW, WCF and Arts grants) provide essential funding for many groups including funding for day-to-day operations, essential equipment, upgrades of facilities and project funding.</li> <li>• A preferred grant process is one that responds to requests within short timeframes with a minimal application processes.</li> </ul>	<ul style="list-style-type: none"> <li>• The administrative load associated with grant funding impacts on a significant number of community groups. For example, lack of clarity around application questions and length of application documentation.</li> <li>• Funding insecurity makes it difficult for some groups to access grants funding and/or to forward plan.</li> </ul>
<b>Communication Processes</b>	
<ul style="list-style-type: none"> <li>• Clear communications with Council via designated Council officers to assist groups to navigate Council processes and systems. Community groups who had ongoing relationships with specific Council officers and departments reported feeling more supported by Council than those who did not have such a relationship.</li> </ul>	<ul style="list-style-type: none"> <li>• No clear timeline for communications with community groups- last minute notifications and requests from Council including room booking cancellations, invitations to participate in Council events.</li> <li>• Lack of consultation regarding building works on facilities.</li> <li>• Lack of whole-of-Council process i.e. community group information not passed across/between Council departments resulting in groups repeatedly providing the same information to different Council departments.</li> <li>• Poor information dissemination from Council due to out of date databases and mailing lists</li> <li>• Lack of Council promotion of Council and community group events.</li> <li>• Council policy limits officer's ability to promote community activities especially via social media.</li> </ul>
<b>Use and Access to Council Facilities and Resources:</b>	
<ul style="list-style-type: none"> <li>• <i>Council service and facilities advocates:</i> Provide useful support especially to smaller groups.</li> <li>• <i>Council Facilities:</i> The provision of lease and license agreements with peppercorn rent and Council payment for some utility bills provide key Council supports for community groups.</li> <li>• <i>Resources:</i> Groups appreciate access to Council resources ranging from use of the Council buses (both seniors excursion and daily track run bus) to practical support with Council distributing promotional material, free skills training programs, as well as listing on</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Council Facilities Work (Maintenance and Upgrades)</i> <ul style="list-style-type: none"> <li>○ Poor notification of works at facilities and inadequate follow up, including lack of response to requests for advice and follow up information regarding the timing of building work.</li> <li>○ Unclear protocols regarding communication between contractors and tenants.</li> </ul> </li> <li>• <i>Inadequate facilities</i> as some facilities at capacity and others unfit for the purpose that they are used.</li> <li>• Lack of clear process for casual use of facilities, Council property or use of open space.</li> </ul>

THE POSITIVE EFFECTS	THE NEGATIVE IMPACTS
Council website and community directory.	
<b>Engagement &amp; Networking:</b>	
<ul style="list-style-type: none"> <li>The familiarity and trust developed between Council community groups is fostered with engagement with Councillors, via invitations to participate in events and networking opportunities and Council officers participation on committees.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of procedures for facilitating community initiated events.</li> </ul>

A number of specific negative impacts were identified. These included a perceived 'top down' approach to community building (equating to 'doing to' rather than empowering community groups to 'do for themselves'), complicated internal systems for getting requests approved, lack of capacity to support innovation in community groups and process complexities.

A KCC process mapping exercise also revealed three key negative impacts for community groups.

- 1. Festivals and Events:** Council does not provide consistent support for community groups to initiate and deliver events - assist community groups to navigate the various Council requirements, both small events such as sausage sizzle and more complex community festivals. A business case for the establishment of a Community Festivals and Events Liaison Officer had been developed in November 2014 but not supported in the budget process.
- 2. Community Directory:** The community directory is out of date. Groups are currently sent an annual request to update information, via post and email, but response rates are low. The community directory has three platforms, one for administration, one for staff and one for public use. The staff platform can be used to share information about groups across departments but is not currently being utilised.
- 3. Waste Management:** *The current waste management collection system in regards to community groups is perceived as inconsistent eg:*
  - Community groups at Council sporting venues and community centres are provided with a mini-skip bin which is collected once a week as part of the rent obligation.
  - Groups in other Council owned or operated facilities are on a user pay basis for green waste and hard garbage collections.
  - Community groups that own their own facilities and pay rates are only entitled to a hard garbage collection on a user pay basis.

## 2. *Identify opportunities for simplifying and streamlining Council's systems and processes.*<sup>2</sup>

Community groups proposed two key activities to assist simplification and streamlining of Council processes that could improve effectiveness of community groups:

1. Increased access to fit-for-purpose facilities (such as more space, additional parking, or an ability to accommodate specific activities).
2. Additional support with funding and promotion including advertising and increased access to social media platforms such as Facebook. This would require a review of Council's current social media protocols.

The opportunities proposed for simplification and streamlining were

- *Streamlining Grant Processes:* Refinement of grants funding applications and acquittal processes by removing repetition and reduce length. For example with the *Community Development Fund* offer two funding rounds to accommodate seasonal groups and adopt a scaled /tiered approach to application forms with shorter process (less documentation and shorter timeframe) for small grant requests. With the *Leisure Minor Capital Works Grant* reduce application paperwork; remove requirements for groups to refer to Council plan documents in applications.
- *Communications - single point of contact within Council:* This single point of contact could assist groups to navigate Council processes and systems, as well as progress proposals.
- *Information Dissemination- Documentation:* Clear guidelines and checklists to assist groups navigate Council processes and systems. As well as documentation of internal procedures.
- *Centralised Database:* A centralised database with community group information would prevent duplication. As part of this replace the Community Directory 'request for updated information' letter with a self-managed online portal.
- *Facilities:* Improve communication process for proposed works (consultation, scheduling, information, update), decrease turnaround time on decisions, time facility canteen inspections to coincide with peak group operation, offer hire fees on a sliding scale to accommodate the differing financial positions of groups, multipurpose existing facilities to allow access for more groups.
- *Media Releases:* Ensure media releases are issued to community newspapers in time to meet publication schedules by developing an annual media release strategy.
- *Engagement and Networking,* enhance opportunities for collaboration by provision of information on Council projects and services.
- *Seniors Excursion Bus:* Review current system booking system, with a view to matching allocated bus size with community group size.

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<sup>2</sup> A detailed list opportunities for additional support set out in Appendix D 'Community consultation data'.



3. *Identify opportunities for improved marketing and promotion of the Community Development Fund (CDF) to increase community awareness and participation in the grants program.*

All groups seek open and transparent communications with Council that are respectful and productive.

The participants identified the following as means to increase marketing and promotion:

- *Direct community engagement* by having a community development worker increasing community group awareness of the fund and assisting groups to workshop potential ideas and provide advice on funding application process.
- *Clarify eligibility criteria* to describe the range of community development projects and diminish perception that the group has to be 'needy'.
- *Information sessions*: Review promotions and encourage attendance at information sessions, consider providing training and mentoring regarding application completion for smaller groups.
- *Simple and Clear Marketing Materials* that set out the different funding requirements and process for large and small grants, making clear eligibility requirements, and providing examples of what can be funded.

4. *Analyse the reasons for community organisations both accessing or not accessing the CDF and/or skills and training programs.*

The type, structure and location of community groups appears to determine the relationship with Council, the group's perception of the role of Council and the support needs of the group. There appears to be three levels of relationships with Council:

- Groups with lease and licence from Council – perceived by community groups as highly valued by Council
- Groups in facilities not fit for the purpose - perceived by community groups as lesser value by Council
- Groups with no formal relationship with Council.

At the same time groups who are tenants in Council facilities (usually sporting groups) appear to have developed reliance and dependency on Council due to the need to comply with Council regulations and subsequently have high expectations of Council.

Groups not bound to comply with Council regulations appear self-sufficient and seek Council assistance with networking and advocacy.

Interestingly, a number of groups valued the skills training for the networking opportunities more than the training.

Groups became aware of the CDF through diverse mechanisms including posted materials, newspaper advertising, emails, e-bulletins and word of mouth networks. However, none of the groups, used twitter or Facebook.

A range of reasons were presented as to why groups do not access the CDF:

- Funded from other sources.
- Do not believe they are eligible as they perceived themselves as not needy enough.
- Small group with limited organisational capacity and insufficient members to complete and manage CDF process.
- Groups require facility upgrades which is not provided for in CDF funding and the perception that receiving CDF money will decrease their chances of receiving other Council funds for facilities upgrades.
- Funding timeline not in line with groups operating timeline.
- Funding level not commensurate to the administrative burden of completion of the application

### Recommendations:

Following analysis of the findings four recommendations have been identified. Three in response to the Project objectives and one in relation to specific programs:

1. Streamlining and simplifying Council systems and processes.
2. Improved marketing and promotion to increase awareness and take up of Council grants program.
3. Improved information dissemination and support for increased effectiveness of community groups.
4. Specific Program recommendations

#### 1. *Streamlining and simplifying Council systems and processes*

These recommendations propose a whole-of-Council approach.

##### **1.1 That Council establish a single point of contact for community groups to engage with Council**

*Build on current cross-organisational cooperation and collaboration by consolidating and refining the existing service model to facilitate navigation of Council systems and improve consistency of approach. Take account of how to include specific regulatory environments such as building, planning and local laws in a consolidated approach.*

##### **1.2 That Council review the grants program application and acquittal processes to reduce repetition, decrease overall length and simplify.**

*The review the Community Development Fund and the Leisure Minor Capital Works Grant and include an evaluation CDF for 2015-2016.*

**1.3 That Council review the process regarding management and maintenance of Council building and facilities used by community groups.**

*Review current policy and communication processes including: timeframe in relation to facilities upgrades and maintenance; processes for maintenance requests and building works and process for informing groups of Council's decisions and works schedules.*

*Review Asset management policy regarding communication with community groups for appointment of contractors and works schedules and establish protocols to facilitate communication with community groups regarding contractors.*

**1.4 Explore the options for collective facility management for facilities with multiple tenants, to facilitate communication, cooperation and streamlined operations.**

*Explore options for multiple-tenant use and management of Council facilities. Consider the Wally Tew Reserve Management Group model.*

**1.5 That Council review the Community Directory to enhance usefulness and accessibility.**

*Revise procedures for updating information for example establish triggers for follow up of 'non-responses, develop an online portal allowing groups to manage their own information. Investigate the back-end capabilities of the community directory as a central repository for group information, to facilitate a centralised approach to communication*

*Conduct an annual update to consolidate individual department mailing lists/databases in accordance with privacy principles.*

**1.6 That Council commit to annual review of impact of processes and systems on community groups.**

*Develop an Impact Assessment Tool to facilitate review of the impact and effectiveness of Council support for community groups.*

**1.7 That Council consolidate its current advocacy role for community groups,**

*Identify additional opportunities to act as an advocate for groups, invest resources in advocating for groups with government, regulatory and service providers.*

**2. Improved marketing and promotion to increase awareness and take up of Council grants program**

**2.1 That Council explore opportunities for a centralised approach to information dissemination with community groups.**

*Investigate setting up a centralisation whole-of-Council database that would include: information on funding and skills training opportunities to improve awareness and access, listing of different departmental contacts and interactions with community groups.*

*Develop a centralised skills program promotion strategy to communicate the range of options to community groups.*

## **2.2 That Council revise promotion of the CDF**

- *Develop an ongoing schedule of community group visits for Council's community development officer to raise awareness about the CDF program and support groups to develop project ideas.*
- *Consider establishing a regular drop in time, at Council offices or local community centres, where groups can consult with a Council community development worker around project ideas.*
- *Utilise existing opportunities at Council facilities to promote CDF, for example through the display of posters.*
- *Target promotions to reach community groups who are under-accessing or not accessing the CDF.*

## **3. Improved information dissemination and support for increased effectiveness of community groups**

### **3.1 That Council set up an annual engagement process with local community groups**

*The aim of the annual engagement would be to strengthen relationships and identify emerging issues. The engagement process may take the form of an annual 'Community Conversations' with community group focus groups and/or telephone check-ins.*

### **3.2 That Council expand the current skills session and training offerings and resources:**

- *Provide information regarding how to access resources regarding organisational governance and compliance obligations. For example provide a listing where information can be sourced regarding annual reporting and compliance obligations to the Department of Justice and Consumer Affairs, setting up ABNs; management procedures e.g. constitutions, committee handover checklists.*
- *Increase the range of content in sessions for example land management, responsible service of alcohol, promotion and marketing, volunteer recruitment and retention and succession planning for groups.*
- *Develop strategies to increase access for CALD communities.*
- *Explore the development of online training options or webinars to increase access.*

### **3.3 That Council consider changes to the Community Development Fund program: (CDF)**

- *Assess the feasibility of offering a second round of CDF funding each year to increase access for seasonal clubs.*
- *Clarify that the CDF eligibility criteria aim is to support community development initiatives and remove ambiguity in the definitions of 'financial need' and 'community benefit' in the policy.*

- *Ensure opportunities for community development projects for community groups that fund their own core objectives.*
- *Consider a tiered application process to match amount of funds sought, in-line with the existing grant categories, for example: shorten application documentation for smaller grants.*
- *Remove requirement for duplicate sets of supporting documentation, for current COP recipients and for groups applying for more than one project grant per round.*
- *Focus marketing and promotional strategy and material on the clarified community development criteria and make clear attendance at pre-grant information sessions is not mandatory.*
- *Consult and network with CDF officers from surrounding Councils – Yarra Ranges, Maroondah and Whitehorse – to understand their promotional strategies and funding profiles.*

**3.4 That Council investigate how to equitably support the advertising and promotional needs of community groups.**

*Assess the feasibility and resource implications of providing promotional support to community groups across the municipality including promotion by social media.*

**3.5 That Council reassess the Arts and Cultural Planning business case for the establishment of a Community Festivals and Events Liaison Officer.**

*Consider conducting a twelve month trial for a designated Arts and Cultural Planning Officer as a key point of contact for cross-organisational support.*

**4. Specific Program Recommendations**

**4.1 That Council review the current policy and processes for community group waste management to ensure equitable support for community groups in Council facilities and consider support options for groups in non-Council facilities.**

- *Compare fees and charges for Sports and Early Years groups occupying Council facilities.*
- *Compare waste collection fees and charges for all not for profit groups (Council tenants and other).*
- *Reinstate free waste collection for all groups in Council facilities.*

**4.2 That Council review the current allocation and booking process for the Seniors' excursion bus.**

- *Revise allocation procedure to better match size of bus with size of community group.*
- *Implement a more equitable and manageable booking process that does not involve seniors having to call Council on a designated date at a designated time.*

**4.3 That Council provide feedback to Volunteer for Knox regarding their service**

- *Improve publicity to increase understanding of the process for accessing volunteers.*
  - *Improve response time to requests for volunteers.*

**TIRHATUAN WARD****3. 14 HENDERSON ROAD, KNOXFIELD**

**SUMMARY:** *Property Management Coordinator (Angela Mitchell)*

*This report is an update on the acquisition of 14 Henderson Road, Knoxfield. This site was acquired for the purpose of relocating Council's Operations Centre from its current location in Lewis Road, Wantirna South.*

**RECOMMENDATION**

**That Council note**

- 1. Settlement for the acquisition of 14 Henderson Road, Knoxfield occurred on Tuesday, 26 April 2016. This property is identified as Lot 2 on Plan of Subdivision PS739608M comprised in Certificate of Title Volume 11610 Folio 587 and known as 14 Henderson Road, Knoxfield.**
- 2. That Certificate of Title Volume 11563 Folio 338, stated in the 8 March 2016 Strategic Planning Committee report, is the parent title which has been cancelled and replaced with Certificate of Title Volume 11610 Folio 587.**

**1. INTRODUCTION**

Council resolved on 8 March 2016 to acquire 14B Henderson Road, Knoxfield (now known as 14 Henderson Road, Knoxfield) to construct an Operations Centre. Negotiations were undertaken and contracts signed on 12 April 2016 with settlement occurring on 26 April 2016.

At the 8 March 2016 meeting the resolution identified Certificate of Title Volume 11563 Folio 338 as the title for the property. This is the parent title which is now cancelled. 14 Henderson Road, Knoxfield is now identified in Certificate of Title Volume 11610 Folio 587.

**2. DISCUSSION**

Council officers have been investigating sites for the relocation of the current Operations Centre. The site at 14 Henderson Road, Knoxfield was identified as appropriate for the function of an Operations Centre.

Officers commenced negotiations with agents to acquire this site. Agreement was reached and contracts signed on 12 April 2016 with a 14 day settlement. This property settled on 26 April 2016.

**3. CONSULTATION**

Consultation had been undertaken with appropriate officers, agents and valuers. Operations' staff had also been advised that Council was proposing to relocate the Operations Centre in Lewis Road, Wantirna South.

**3. 14 Henderson Road, Knoxfield (cont'd)****4. ENVIRONMENTAL/AMENITY ISSUES**

An environment study was undertaken on the site in Henderson Road. The report indicated no environmental issues.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

The property at 14 Henderson Road, Knoxfield was acquired for \$3,356,100 plus GST which is in accordance with a previous Council resolution.

**6. SOCIAL IMPLICATIONS**

There are no social implications associated with this report.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

This report relates to Theme 5 Democratic and Engaged Communities of the City Plan with particular reference to:

- 5.3.1 Maintain accountable and transparent government practices and Council's sound stewardship of the community's finances and assets.

**8. CONCLUSION**

Council resolved at its meeting on 8 March 2016 to commence negotiations to acquire 14B Henderson Road, Knoxfield (now known as 14 Henderson Road, Knoxfield) as the site for Council's Operations Centre.

Officers finalised negotiations for this acquisition and it is recommended that Council note the acquisition of the property at 14 Henderson Road, Knoxfield identified as Lot 2 on Plan of Subdivision PS739608M comprised in Certificate of Title Volume 11610 Folio 587.

**9. CONFIDENTIALITY**

There are no issues of confidentiality associated with this report.

**Report Prepared By: Property Management Coordinator  
(Angela Mitchell)**

**Report Authorised By: Director – Corporate Development  
(Joanne Truman)**

**ALL WARDS****4. CONTRACT NO - 2161 ELECTRONIC DOCUMENT AND RECORDS MANAGEMENT SYSTEM (EDRMS) PHOENIX PROJECT**

**SUMMARY:** *Phoenix Project Manager - Mardi Solomon*

*This report recommends the appointment of a preferred Tenderer for the implementation of an Electronic Document and Records Management System.*

**RECOMMENDATION**

**That Council**

- 1. accepts the tender submitted by Kapish Services Pty Ltd to the maximum price of \$1,431,725.00 (\$1,574,897.50 including GST) for Contract 2161 - Electronic Document and Records Management System.**
- 2. authorises the Chief Executive Officer to formalise the contract documentation under delegated authority**
- 3. advises all tenderers accordingly**

**1. INTRODUCTION****1.1 Project Background**

Council currently uses Dataworks as its Document and Records Management System (now known as ECM). Initially implemented in 1999 the system manages paper files and documents; and approximately 30% of the organisation's electronic information.

Over the past 17 years integration between Dataworks ECM and core business systems was developed and implemented, resulting in other business applications such as Pathway and IntraMaps storing some documents, with other electronic information in the Dataworks system.

The current version of Dataworks used at Knox is obsolete and requires replacement. The current system is paper and document centric and does not have the functionality to manage electronic records in a compliant manner (i.e. the version of Dataworks is not Victorian Electronic Records Standard – VERS - compliant).



#### **4. Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

The current DataWorks system has reached the end of its useful life, and requires replacement. This project was identified as a business priority as part of Council's capital works asset renewal program for 2015/16

##### **1.2 Phoenix Project**

The Phoenix Project was initiated to replace Council's electronic document and records management system (EDRMS). It has the following key objectives:

- To procure and implement a compliant EDRMS that meets Council's legislative obligations and integrates with Council's business and computing systems to improve business processes
- To provide a single document store with secure access to all digital information for internal and external users of the system
- To provide a user friendly interface to ensure a high level of adoption and acceptance by staff
- To migrate documents and records from Dataworks and other information stores on Shared Network Drives to the new EDRMS to retain easy access to historical corporate records
- To provide seamless integration with core business applications to support the capture of records within the business context
- To select a supplier that can provide implementation services for the design and configuration of the EDRMS with training and support for approximately 780 users
- To select an EDRMS that integrates into Council's Standard Operating Environment (SOE) using out-of-the-box system and application interfaces

## **2. DISCUSSION**

### **2.1 Background**

As part of the Phoenix Project an EDRMS Request for Tender (RFT) specification was developed, informed by a Digital Readiness Assessment and Council technical and business requirements.

#### 4. **Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

On the 5 December 2015 Council released the Request for Tender (RFT) to select and implement an Electronic Document and Records Management System (EDRMS).

### 2.2 Tender Evaluation

The Tender evaluation was performed in accordance with the procurement plan and Council's contract management procedures.

#### 2.2.1 Evaluation Panel

The Tender Evaluation Panel consisted of the following members:

Person	Title	Branch Department	Committee Role
Mardi Solomon	Phoenix Project Manager	Information Management	Chairperson
Chris Vincent	Coordinator RM	Corporate Records	Member
John Griffiths	Business Coordinator	City Development	Member
Ibrahim Rafei	Project Manager	Information Management	Member
Debbie Prout	Records & IM Consultant	Prout Consulting Pty Ltd	Member
Greg Mullumby	EDRMS & ICT Consultant	SOS Consulting Pty Ltd	Member

A Technical and Business Advisory Group (TABAG) was formed to provide specific expertise in the evaluation of responses (e.g. perform evaluation of technical components of the Tender) and to support the members of the Evaluation Panel with any specific technical or business issue related to the Vendor responses.

All members of the TEP and the TABAG and any staff directly involved in the evaluation signed the Tender evaluation panel declaration form indicating that they had no conflict of interest or association with any of the tenderers.

#### 4. **Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

##### 2.2.2 Tenders Received

Tender Responses closed on Friday, 22 January 2016 and the following six (6) companies submitted a response:

- AMS Imaging
- FYB Pty Ltd
- Kapish Services Pty Ltd
- Objective Corporation Limited
- Technology One Limited
- Viatek

##### 2.2.3 Evaluation Criteria

The following evaluation criteria were established at the outset of the tender process:

Qualitative Evaluation Criteria	Weightings	No of Requirements	Weight Per Requirement
Usability	30	38	0.7895
Functionality	20	135	0.1481
Integration	20	28	0.7143
Implementation Services	30	126	0.2381
<b>TOTAL</b>	<b>100%</b>	<b>327</b>	

##### 2.2.4 Tender Evaluation

The five highest scoring and compliant tender responses were shortlisted and reviewed against the General – Compliance section of the RFT to ensure that their product offerings were compliant with Public Records Office Victoria (PROV) and International and Australian Records Management Standards. All five Tenderers were considered to have compliant systems.

The Tender Evaluation Panel and Technical and Business Advisors Group evaluated and scored the responses from the five Tenderers. The Panel arrived at the following summary results:

Ranking Order	Tenderer
1	Kapish Services Pty Ltd
2	Objective Corporation Limited
3	FYB Pty Ltd
4	AMS Imaging
5	Technology One Limited

#### 4. **Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

Kapish and Objective clearly ranked ahead of the other three Tenderers. Given the closeness of the scores the Panel further short listed Kapish and Objective for further evaluation including vendor presentations, site visits and reference checks.

##### **2.2.5 Tender Evaluation of Short Listed Tenderers**

The members of TEP and TABAG attended product presentations from Kapish and Objective. Subsequently they attended Reference Site visits based on the sites nominated in the respective Tender Responses.

The review of the tender responses and the reference sites confirmed that the Kapish product suite provided Council with a complaint system that has a customisable and easy to use interface and search facility. The sites also validated the company's technical expertise in the migration and integration domains.

##### **2.2.6 Preferred Tenderer**

At the conclusion of the Product Presentations and Reference Site Visits, the Panel members reviewed and update their scores. The results are displayed below.

Ranking Order	Tenderer
1	Kapish Services Pty Ltd
2	Objective Corporation Limited

Kapish Service Pty Ltd is the recommended Tenderer with the highest evaluation scores a lower tender price and lower ongoing operating costs over the 5 years' timeframe.

Kapish Service Pty Ltd has successfully completed similar projects of similar size and complexity at other councils and government departments. They have the capability and capacity to undertake the migration of information from the existing system, design and implement a new EDRMS and assist in an organisation-wide deployment with training and support.

#### 4. **Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

##### **3. CONSULTATION**

Consultation has occurred internally across all departments as part of the Phoenix EDRMS Project, and staff were involved in the following processes:

- The Digital Readiness Assessments to assist in the gathering of Council's requirements.
- Business unit representatives participated on the Tender Evaluation Panel
- A Technical and Business Advisory Group (TABAG) was established as part of the evaluation to ensure the business was represented throughout the process.
- Business advisors attended presentations and site visits as part of the evaluation process.

##### **4. ENVIRONMENTAL/AMENITY ISSUES**

The implementation of the new EDRMS will have a positive environmental impact by providing the foundations for the transit to a digital environment, which will significantly reduce the use of paper in the current paper centric environment.

##### **5. FINANCIAL & ECONOMIC IMPLICATIONS**

A financial assessment was performed by Corporate Scorecard Pty Ltd on the short listed Tenderers. Kapish returned a strong rating with respect to their financial stability and capability to execute the contract.

As part of the financial analysis a Total Cost of Ownership (TCO) was calculated on the base services over a 5 year period for the two short listed Tenderers. It showed that Kapish provided better value for money over the 5 year timeframe with a comparative lower TCO.

Description	Type	Project Costs (ex GST)
Software Costs - Year 1	License	\$451,987.50
Software Maintenance Costs - Year 1	Maintenance	\$90,397.50
Implementation, integration and training costs - Year 1	Services	\$301,000.00
Migration Costs - Year 1	Services	\$113,750.00
Support Costs - Year 1	Services	\$22,600.00
Maintenance Costs - Year 2 to Year 5	Maintenance	\$361,590.00
Support, customisation and upgrade costs - Year 2 to Year 5	Maintenance	\$90,400.00
<b>Total Project Cost over 5 years</b>		<b>\$1,431,725.00</b>

4. **Contract No - 2161 Electronic Document and Records Management System (EDRMS) Phoenix Project (cont'd)**

**6. SOCIAL IMPLICATIONS**

As the introduction of the new EDRMS will impact many council staff, a comprehensive communication plan and change management strategy forms part of the Phoenix Project and will be implemented in conjunction with the roll-out of the system.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The Phoenix EDRMS upgrade project is relevant to the 'Democratic and Engaged Community' theme as it provides the underlying record keeping and document management infrastructure to ensure Council is well governed and demonstrates effective leadership.

**8. CONCLUSION**

The tender that fully met all the functional and compliance requirements and the best value for money was presented by Kapish Services Pty Ltd for the price of \$1,431.725 (ext GST) over the 5 year timeframe.

The company is adequately resourced and available to successfully undertake this contract as detailed in the Contract documentation.

**9. CONFIDENTIALITY**

A confidential summary report (Phoenix EDRMS Upgrade - Tender Evaluation Report) shows further detail of the evaluation process, evaluation criteria, summary scores, presentations and site visits and the financial analysis undertaken to select the preferred Tenderer. This report is attached as confidential Appendix A.

***Report Prepared By: Coordinator eServices / Projects – Information Management (Mardi Solomon)***

***Report Approved By: Manager, Information Manager – Information Management (Lesley Milburn)***

***Report Authorised By: Director – Corporate Development (Joanne Truman)***

## CHANDLER WARD

**5. AMENDMENT C137 - BUILT FORM CONTROLS FOR ALCHESTER VILLAGE & THE BASIN - REPORT ON SUBMISSIONS**

**SUMMARY:** *Coordinator Strategic Planning (Nicole Vickridge)*

*Amendment C137 to the Knox Planning Scheme proposes to introduce permanent built form controls for Alchester Village and The Basin Neighbourhood Activity Centres by applying a new Design and Development Overlay (DDO11) and making other changes to the Knox Planning Scheme.*

*In November 2015 Council endorsed the Alchester Village Built Form Guidelines, (Knox City Council, October 2015) and The Basin Built Form Guidelines, (Knox City Council, October 2015) for public exhibition and resolved to seek the authorisation from the Minister for Planning to prepare and exhibit Amendment C137.*

*Amendment C137 was exhibited from 8 February 2016 to 29 March 2016. Five submissions were received and all of the issues raised can be resolved – subject to minor changes to amendment C137 a planning panel is therefore not required. Therefore this report recommends that Council adopt the Alchester Village and The Basin background reports and built form guidelines (May 2016) and Amendment C137 (with minor changes in response to submissions) and submit the adopted Amendment C137 to the Minister for Planning for approval .*

**RECOMMENDATION**

**That Council**

**1. Adopt the following documents:**

- 1.1 The Basin Background Report, May 2016 (Appendix A);**
- 1.2 The Basin Built Form Guidelines, May 2016 (Appendix B);**
- 1.3 Alchester Village Background Report, May 2016 (Appendix C);**
- 1.4 Alchester Village Built Form Guidelines, May 2016 (Appendix D);**

**2. Adopt Amendment C137 to the Knox Planning Scheme (with changes) shown at Appendix E.**

**5. Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

**Recommendation (cont'd)**

- 3. Submit the adopted Amendment C137 to the Knox Planning Scheme to the Minister for Planning for approval.**
- 4. Authorise the Director – City Development to make minor changes required for approval of Amendment C137 by the Minister for Planning, provided these are consistent with the purpose and intent of the adopted Amendment.**

**1. INTRODUCTION**

**Built form Guidelines**

The built form guidelines for The Basin and Alchester Village Neighbourhood Activity Centres are a strategic planning tool to manage, influence and guide appropriate development and assist Council in decision making and planning. They have been prepared in response to concern about the lack of specific planning controls for these two centres.

In 2014 interim maximum building height controls of 7.5 metres were approved. The temporary nature of these controls was to allow time to develop built form guidelines which have formed the basis of permanent height controls. The interim controls expire on 30 April 2016. The Minister for Planning is currently considering a request to extend these controls until the approval of amendment C137.

The built form guidelines form the basis for permanent planning controls that include height and built form requirements, in centres. They have been developed recognising the environmentally sensitive Dandenong Foothills area in which the centres are located, and the community's desire to maintain both centres as low scale.

Following exhibition the background reports and built form guidelines for both centres have been updated to reflect recent changes to the Knox Planning Scheme and to remove references to them being draft documents. The Basin Built Form Guidelines have also been updated to reflect a submission from a landowner.



**5. Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

**Amendment C137**

The built form guidelines informed the preparation of proposed Amendment C137 to the Knox Planning Scheme. Amendment C137 proposes the following changes to the Knox Planning Scheme:

- Update to the Dandenong Foothills Local Policy (Clause 22.01) so that the height controls of this policy no longer apply to either centre and are now specified in C137.
- Replace the current interim height controls in Design and Development Overlay Schedule 10 (DDO10) with a new permanent control for Alchester Village and The Basin (DDO11). This will support development consistent with the outcomes sought in the built form guidelines. The DDO11 also provides direction on built form outcomes for both centres relating to setbacks, materials and colours, weather protection and signage. The maximum (mandatory) height limit in each centre is 8.5 metres (2 storeys) above natural ground level; a 4.5 metre (single storey) height limit is proposed in some parts of The Basin. This maximum height does not apply to roof forms, architectural features and detailing.
- Remove the existing Design and Development Overlay Schedule 1 (DDO1) and Design and Development Overlay 2 (DDO2) from each centre (as these controls will be made redundant by the new DDO11).
- Amend Schedule 51 to the Heritage Overlay (HO51) to specifically include The Basin Progress Hall.
- Apply the Environmental Audit Overlay (EAO) to 1300 Mountain Highway, The Basin. This site is classified as potentially contaminated land given its former use as a petrol station, in accordance with Ministerial Direction No.1 (Potentially Contaminated Land).
- Align the Commercial 1 Zone within Alchester Village to be consistent with the centre boundary.
- Consequential changes to the Local Planning Policy Framework to support the above.

This report provides a summary of the public exhibition process for Amendment C137 and recommends that Council adopt the amendment as exhibited, with one minor change in response to submissions.

5. **Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

**2. DISCUSSION**

**The Basin Built Form Guidelines**

Community consultation that supported the development of the Built Form Guidelines identified that maintaining the centre's compact, low scale village feel set beneath the vegetation canopy with views to the Dandenongs and the basin paddocks (Salvation Army land) is a priority. The planning policy framework for the centre emphasises its role as a gateway centre to the Dandenong Ranges and directs that key view lines to the Ranges and Foothills be protected. The built form guidelines take into account these community and planning policy priorities, but also seek to identify potential opportunities for redevelopment of the centre to ensure it remains relevant and competitive into the future.

The built form guidelines (Appendix A) seek to achieve the following built form outcomes for The Basin:

- The proposed maximum building heights of 8.5 metres (two storeys and excluding architectural features and roof forms), above natural ground level, is greater than the existing interim building height control of 7.5 metres (two storeys).
- Future redevelopment of properties along Forest Road should be limited to two storey (8.5 metres) not including roof forms or architectural features, with zero lot setback, to create a defined hard edge to the streetscape and provide access and parking to the rear of buildings. Upper level should be setback, with balconies located within these spaces.
- Future development along the eastern side of Mountain Highway should be single storey and not exceed the existing 5.4 metre height, to protect the main views of the Dandenong Ranges from within the centre.

However, there is opportunity for double storey built form at the northern end of this area without impacting on views.

- Future redevelopment should be low scale in The Basin Triangle, of a single storey - with the exception of the CFA site where an 8 metre height limit is proposed to allow flexibility for future buildings requiring additional ceiling space and will allow for a new fire station or ancillary buildings.
- Encourage greater design quality, passive surveillance and use of high quality materials in colours and finishes which compliment the foothills setting.
- Support increased floor to ceiling heights of 3.6 metres at ground floor and 2.7 metres at first floor level to improve internal amenity and to provide more sunlight ventilation to spaces within developments.

**5. Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

**Alchester Village Built Form Guidelines**

Alchester Village Neighbourhood Activity Centre plays a role as a local meeting place for the communities of Boronia and The Basin, as it provides for a wide range of daily goods and service needs within a compact, convenient footprint. Community consultation identified that maintaining the 'village atmosphere' of the centre, its Dandenong Ranges and Foothills context, and its range of 'every day' services is central to preserving the appeal of the centre. The built form guidelines take into account community and planning policy priorities, but also seek to identify any opportunities for redevelopment of the centre to ensure it remains relevant and competitive into the future.

The built form guidelines (Appendix C) seek to achieve the following built form outcomes for Alchester Village:

- Allow for infill development to a maximum two storeys (8.5 metres) throughout the centre.
- Support the 'village atmosphere' of the centre by encouraging greater surveillance of the public realm, particularly in the heart of Alchester Village.
- Encourage greater design quality, passive surveillance and use of high quality materials in colours and finishes which compliment the foothills setting.
- Support adaptable commercial uses to maintain the continuing commercial function of the centre. This includes increased internal ceiling heights to allow spaces to be converted from one use to another and restricting residential uses at ground floor within the Village.

**Submissions to Amendment C137**

Five submissions were received consisting of three submissions from referral authorities (EPA Victoria, South East Water and Public Transport Victoria), one from a member of the public and one from an affected landowner. All submissions are able to be resolved.

The submissions from the referral agencies offered no objection to the amendment. The submission from the member of the public provided suggestion on additional safe parking measures in Alchester Village - which does not require any changes to be made to Amendment C137.

The submission received from the registered proprietor of 1305 Mountain Highway, The Basin, requested changes to increase the proposed height limit from 5.4m (single storey) to 8.5m (two storey) on this property.

**5. Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

The property is already two storeys and site visits have confirmed that any future redevelopment of two storeys would have a negligible impact on key views identified in the proposed DDO11 and built form guidelines. Therefore it is recommended that an 8.5m (2 storey) height limit be applied to 1305 Mountain Highway, The Basin and that associated changes be made to Amendment C137 and The Basin Built Form Guidelines.

**Changes to documents following exhibition**

As a result of the submissions received to Amendment C137, the gazettal of Amendment C131 to the Knox Planning Scheme (implementation of the Knox Housing Strategy) and other formatting and drafting errors, changes were required to Amendment C137 and the built form guidelines and background documents from those previously exhibited.

Specifically, Amendment C137 has been amended to:

- Make changes to the proposed Development Overlay Schedule 11 (DDO1) to apply an 8.5m (2 storeys) height limit to 1305 Mountain Highway, The Basin
- Reflect the approval dates of The Basin Background Report and Built Form Guidelines, and Alchester Village Background Report and Built Form Guidelines, (proposed DDO11, Clauses 21.05, 21.07, 21.09, and 22.12).
- Include changes made to Clause 22.12 (Residential Land Use and Development within the Commercial 1 Zone) which was introduced as part of Amendment C131.
- Update references to the Neighbourhood Residential 1 Zone (NRZ1) from the General Residential 2 and 3 Zones (R3Z, R2Z).

The Basin Background Report and Built Form Guidelines, and Alchester Village Background Report and Built Form Guidelines, have been amended to:

- Reflect their recommended approval dates of May 2016
- Apply an 8.5m (2 storeys) height limit to 1305 Mountain Highway, The Basin.
- Update references to Clauses 22.10 (Housing) and 22.12 (Residential Land Use and Development within the Commercial 1 Zone) of the Knox Planning Scheme, which were removed and added, respectively, as a result of the gazettal of Amendment C131.
- Update mapping to reflect the rezoning of the land surrounding the Alchester Village and The Basin Neighbourhood Activity Centres (NAC's) from a General Residential Zone (R3Z) to a Neighbourhood Residential Zone Schedule 1 (NRZ1) as a result of the gazettal of Amendment C131.
- Reflect general formatting and drafting errors.

5. **Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

**3. CONSULTATION**

Exhibition of Amendment C137 followed extensive community engagement to discuss possible built form outcomes in The Basin and Alchester Village (April-June 2014).

Amendment C137 was exhibited from 8 February 2016 to 29 March 2016, in accordance with the *Planning & Environment Act 1987* which requires that a planning scheme amendment undergo a formal exhibition process prior to being submitted to the Minister for Planning for approval. Key elements of the exhibition included:

- Amendment notices sent to all property owners and residents effected by the proposed amendment;
- Amendment notices published in the Government Gazette and local newspaper; and
- Amendment notices sent to specific departments/authorities.

**4. ENVIRONMENTAL/AMENITY ISSUES**

Adoption of Amendment C137 will deliver positive environmental effects by providing clear direction for new development in The Basin and Alchester Village Neighbourhood Activity Centres (NAC's), optimising the use of existing infrastructure, while preserving and enhancing the existing character and amenity of the area.

The draft built form guidelines provide the strategic justification for planning policy to maintain and enhance the key environmental amenity and identity for the Neighbourhood Activity Centres (NAC's), which is strongly defined by the foothills backdrop, their relationship with the Dandenong Ranges and the surrounding bush suburban residential area.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

The preparation of the built form guidelines and associated Planning Scheme Amendment were funded within City Futures budget.

**6. SOCIAL IMPLICATIONS**

Amendment C137 will have a positive social impact by improving the function and amenity of an area which already forms the heart of the local community.

## 5. **Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

By seeking to encourage the extent to which residents, as well as visitors, can meet their needs in The Basin and Alchester Village Neighbourhood Activity Centres (NAC's), the amendment seeks to promote the economic, social and environmental sustainability of the centres.

The engagement process has provided opportunities for stakeholders, and interested community members to engage with and influence the development of the draft built form guidelines for the Neighbourhood Activity Centres (NAC's).

## **7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

The Basin and Alchester Village built form guidelines will assist in implementing the Knox Vision across all City Plan objectives, and will implement objectives from:

- Theme 1: Healthy, Connected Communities;
- Theme 2: Prosperous, Advancing Economy;
- Theme 3: Vibrant and Sustainable Built and Natural Environments;
- Theme 4: Culturally Rich & Active Communities; and
- Theme 5: Democratic and Engaged Communities.

## **8. CONCLUSION**

The approval of The Built Form Guidelines for The Basin and the Alchester Village and their introduction into the Knox Planning Scheme on a permanent basis through Amendment C137 will provide greater certainty for developers and the community in terms of future built form outcomes within each centre.

Subject to Council's adoption of Amendment C137 it will then be submitted to the Minister for Planning for approval.

## **9. CONFIDENTIALITY**

There are no confidentiality issues associated with this report.

**Report Prepared By:** *Coordinator – Strategic Planning  
(Nicole Vickridge)*

**Report Authorised By:** *Director – City Development  
(Angelo Kourambas)*

**5. Amendment C137 - Built Form Controls for Alchester Village & The Basin - Report on Submissions (cont'd)**

The following appendices have been distributed under separate cover:

APPENDIX A – The Basin - Background Report, May 2016

APPENDIX B – The Basin Built Form Guidelines, May 2016

APPENDIX C – Alchester Village – Background Report, May 2016

APPENDIX D – Alchester Village Built Form Guidelines, May 2016

APPENDIX E - Planning Scheme Amendment C137 documents

**ALL WARDS****6. PROPOSED LOCAL GOVERNMENT (ELECTORAL) REGULATIONS 2016**

**SUMMARY:** *Coordinator – Governance (Carrie Bruce)*

*This report presents a draft submission to Local Government Victoria in response to its request for comment on the proposed Local Government (Electoral) Regulations 2016.*

**RECOMMENDATION**

**That Council endorse the submission attached at Appendix A in response to the request for comment on the proposed Local Government (Electoral) Regulations 2016 by Local Government Victoria.**

**1. INTRODUCTION**

Local Government Victoria wrote to all Victorian Councils on 1 April 2016 seeking input on the proposed Local Government (Electoral) Regulations 2016. The current Local Government (Electoral) Regulations 2005 are due to expire before the 2016 general elections.

**2. DISCUSSION**

Council has been invited by Local Government Victoria to consider and comment on proposed changes to regulations. The proposed changes will apply to the conduct of the 2016 council elections (and beyond).

Local Government Victoria has released a discussion paper that outlines the proposed matters to be included in the new regulations. These include:

- Prohibiting the inclusion of candidate how-to-vote cards in postal ballot packs distributed by the VEC;
- Increasing candidate statements sent in postal ballot packs, from 150 words to 200 words;
- Including a template statement to be completed by candidates to provide voters with objective, comparable information;
- Extending the time for receipt of postal votes to allow votes to be received up to nine days following the election;
- Permitting candidates at postal elections to submit their candidate statements electronically;
- Allowing voters at attendance elections to apply for a pre-poll postal vote electronically;
- Allowing a person, other than a State enrolled voter, to check their entitlements to be on the voters' roll at any time with Council prior to next election;



## 6. Proposed Local Government (Electoral) Regulations 2016 (cont'd)

- Permitting the VEC to conduct a count of ballot papers outside the municipality without the prior consent of Council; and
- Establishing the VEC as the custodian of election materials after the election.

Comments were due to be submitted by close of business on Friday, 6 May 2016.

A submission to the discussion paper has been prepared and is attached at Appendix A. The response addresses those new items proposed to be included in the regulations and also suggests consideration of an additional item regarding periodic access by Councillors to the voters roll.

In formulating its response, Council considered:

- its previous submissions in response to the review of local government electoral services in Victoria;
- consistency and equity across all three levels of government, particularly in relation to accessibility of information;
- candidate accountability; and
- its preferred voting method.

In general, Council's submission is supportive of the majority of inclusions proposed in the Regulations. Those areas where there are divergent views are briefly outlined below:

- **Candidate Template Statement** – Council supports the notion that additional candidate information would assist voters in making an informed choice. However, Council supports candidates being able to shape their own message without having to follow a prescribed framework established under legislation.
- **Access to Voters Rolls** – Council supports periodic access (every 6 months) to the voters roll for Councillors in line with their state and federal counterparts.

A copy of the full submission is contained at Appendix A. Council's submission has been forwarded to Local Government Victoria to meet the 6 May deadline and is now presented for formal endorsement.

## 3. CONSULTATION

Councillors were provided an opportunity discuss the draft submission and provide their feedback by Friday 29 April 2016.

**6. Proposed Local Government (Electoral) Regulations 2016 (cont'd)****4. ENVIRONMENTAL/AMENITY ISSUES**

There are no environmental or amenity issues associated with this report.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

There are no financial implications associated with the preparation of this report.

**6. SOCIAL IMPLICATIONS**

Participation, integrity and electoral representation underpin the fabric of local democracy. Council has been afforded an opportunity to participate in the review of the Local Government (Electoral) Regulations 2016 which should build confidence in the integrity of the electoral system.

**7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

Reviewing the proposed Local Government (Electoral) Regulations 2016 directly supports Theme 5: Democratic and Engaged Communities.

**8. CONCLUSION**

This report presents to Council for formal endorsement its response to Local Government Victoria's request for feedback on the proposed Local Government (Electoral) Regulations 2016.

**9. CONFIDENTIALITY**

There are no issues of confidentiality associated with this report.

**Report Prepared By: Coordinator – Governance (Carrie Bruce)**

**Report Authorised By: Director – Corporate Development  
(Joanne Truman )**

## APPENDIX A – Proposed Local Government (Electoral) Regulations 2016

**Proposed Local Government (Electoral) Regulations 2016****Response by Knox City Council**

Proposed Change	Background Summary	Comments
<p>Candidates' indication of preferences to be no longer included in postal ballot packs sent to voters at postal elections.</p>	<p>At elections conducted totally by postal voting, candidates have to date been able to include how-to-vote preferences in the ballot packs set by the VEC.</p> <p>It is argued that there is a conflict in the role of the VEC as the independent and impartial election service provider in distributing how-to-vote in ballot packs.</p>	<p>KCC supports this proposal to ensure impartiality and integrity in the electoral process, as outlined in previous submissions.</p> <p>Further, KCC maintains that it is the responsibility of candidates and not the VEC or Council to disseminate information to voters regarding candidates' electoral campaigns.</p>
<p>Enable candidates to answer a series of questions relating to their capacity to be a councillor. The answers would be made available by the VEC and enable voters to compare candidate information 'like for like'.</p>	<p>Longstanding feedback from voters indicates that they lack adequate information about the skills, qualifications and experience.</p> <p>One potential solution is to require all candidates to complete a template statement which would be made available by the VEC.</p>	<p>KCC supports this proposal in part.</p> <p>KCC supports candidates being able to shape their own message without having to follow a framework established under legislation. KCC therefore does not support candidates being required to respond to a mandated list of questions relating to their capacity to be a councillor.</p> <p>KCC supports candidate statements for both attendance and postal elections being made available on the VEC's website.</p>
<p>Increase candidate statements sent in postal ballot packs, from 150 words to 200 words.</p>	<p>An increase in words would allow further information on candidates' platforms to be disclosed.</p>	<p>KCC supports this proposal.</p>

Proposed Change	Background Summary	Comments
<p>Allow votes cast by post at both postal and attendance elections to be received up to 9 days following election day.</p>	<p>The VEC has raised concerns about the deterioration in mail delivery punctuality over recent years; with 116,000 votes excluded from counts across the State as they were received in the five days after election day.</p> <p>Potential to increase the voter participation rates.</p>	<p>KCC supports this proposal provided the envelope is post marked prior to election day. Given Australia Post's reduced service levels and the increase in time it takes to receive mail this is seen as an appropriate timeframe for receipt of votes. It also brings local government in line with state government electoral practice.</p>
<p>Candidates at postal elections will be able to submit candidate statements electronically.</p>	<p>Currently these must be delivered to the VEC in person.</p>	<p>KCC supports this proposal</p>
<p>Voters at attendance elections may apply for a pre-poll postal vote electronically.</p>	<p>The current process for obtaining such a ballot paper is cumbersome and lengthy. This is intended to speed up processing of pre-poll postal votes and make it a smoother process for voters.</p>	<p>KCC supports this proposal as it will streamline the existing process and make the application process easier for voters.</p>
<p>A person – other than a State enrolled voter – will be allowed to check their entitlement to be enrolled on the voters' roll at any time with the council prior to the next election.</p>	<p>As there is no longer a requirement for an exhibition roll this will ensure that voters and potential candidates have the ongoing ability to check their enrolment before the roll closes.</p> <p>State enrolled voters can enquire directly with the VEC at any time.</p>	<p>KCC supports this proposal.</p>

Proposed Change	Background Summary	Comments
<p>VEC can conduct a count of ballot papers outside the municipality without requiring prior consent from the council.</p>	<p>The VEC has noted that in some municipalities it is difficult for it to secure a facility in which to conduct counts, where there are existing IT networks that can be used. Removes requirement for Council resolution to allow the VEC to conduct a count outside of municipality.</p>	<p>KCC supports this proposal where it is not possible to conduct the count inside the municipality.</p>
<p>VEC to assume custody of election materials after the election.</p>	<p>As the VEC is now the statutory provider for councils, it will be responsible for the receipt and custody of materials used at the election.</p>	<p>KCC supports this proposal provided there is no cost to Council.</p>
<p>Regulations revoked 8 years after their commencement.</p>	<p>Regulations would apply to 2016 and 2020 general elections, plus any by-elections and countbacks that occur during this time.</p>	<p>KCC supports this proposal. Given the review of the Local Government Act 1989 currently underway, the electoral regulations may need to be amended in response to the outcome of the review.</p>

### Proposed Inclusion by Knox City Council

Proposed Change	Comments
<p>Access to voters rolls by Councillors</p>	<p>KCC supports periodic access (every 6 months) to the voters roll for Councillors in line with their state and federal counterparts.</p>

## ALL WARDS

**7. NDIS FEASIBILITY ASSESSMENT PROJECT UPDATE**

**SUMMARY:** *Acting Chief Executive Officer – Kerry Stubbings*

*Council is considering the impact of the National Disability Insurance Scheme (NDIS) on its Early Childhood Intervention Service (ECIS) and NDIS eligible Home and Community Care (HACC) services. It is also considering the role Council can best play on behalf of the Knox community with the implementation of the NDIS in November 2017.*

*During 2015 Council undertook an analysis and community consultation on the future direction for the Illoura ECIS and the HACC services for people with disabilities under 65 years of age as part of Council's service planning process. At that time Council resolved to undertake an analysis of its capacity and other implications of becoming an NDIS early childhood intervention service provider.*

*Council had also previously resolved to provide HACC services to clients under the age of 65 years, pending further information on the implementation of the NDIS between 2016-2019, further development of an ongoing state program to cover people under 65 years of age who are not eligible for the NDIS and subject to further Council consideration of the service analysis on the impact of NDIS for ECIS (Illoura) and HACC.*

*Council has undertaken analysis to examine the feasibility of Council becoming an NDIS service provider and the implications for Council's broader municipal leadership role to promote access and inclusion for people with disabilities in Knox.*

*This report provides an overview of the analysis undertaken, the findings of this assessment and proposed recommendations for Council consideration.*

**7. NDIS Feasibility Assessment Project Update (cont'd)****RECOMMENDATION****That Council**

1. Note the findings outlined in this report of the feasibility analysis relating to Council considering becoming a National Disability Insurance Scheme (NDIS) service provider for the Illoura Early Childhood Intervention Service (ECIS) and for NDIS eligible HACC services and the implications this analysis has for Council's role in the future as the NDIS is implemented within the Knox municipality.
2. In response to the implementation of the National Disability Insurance Scheme (NDIS) that Council considers the following option :
  - a. That Council does not become an NDIS service provider, and subject to consultation, transitions out of ECIS and NDIS eligible HACC services;
  - b. In considering this option, Council would ultimately work with the National Disability Insurance Agency and its associated transition agencies to ensure existing service users are supported through the service transition process;
  - c. That Council work with the Illoura Committee Inc. to explore opportunities for supporting children with disabilities and their families if Council determines not to continue as an ECIS NDIS service provider;
  - d. That Council continues to deliver the Home and Community Care Program / Commonwealth Home Support Programme for people over 65 years of age under current arrangements; and
  - e. Council focuses its activities on continuing and strengthening its municipal leadership role in planning, advocacy, coordination and action to enhance access and inclusion for people with disabilities in Knox.
3. Authorise the Chief Executive Officer to proceed with a consultation process with relevant stakeholders before a final decision is made by Council on the future direction for the Illoura ECIS service and NDIS eligible HACC services.
4. Authorise the Chief Executive Officer to notify and seek feedback from staff (and their representatives) about Council's proposal to consider the option of ceasing its ECIS and NDIS eligible HACC service in accordance with Council's Enterprise Agreement - Change Management Clause.
5. Consider the feedback received through the consultation process and make a final decision (subject to having completed, and complied with the required consultation process) on its preferred option at the SPC meeting on 14 June 2016.

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

### **1. INTRODUCTION**

The National Disability Insurance Scheme (NDIS) is the new way of providing individualised support for people with disability, their families and carers. The NDIS is an insurance model that provides eligible people a flexible, whole-of-life approach to the support needed to pursue their goals and aspirations and participate in daily life.

The NDIS model has three critical levels, or tiers, of activity as follows:

1. NDIS direct service provision (Tier 3),
2. Information, Linkages and Capacity Building programs (Tier 2)-ILC),
3. General community support, advocacy and inclusion activities (Tier 1- similar to Council's work through the Knox Access and Inclusion Plan for People with Disabilities).

The first tier of direct service provision (Tier 3) will involve eligible people purchasing the services and other supports (including equipment) which they have identified and prioritised to support their needs. This new client purchasing model will mean NDIS disability services will not be block funded through grants but rely on service users choosing to purchase their services. The NDIS aims to build a competitive market of quality and affordable services for NDIS eligible people.

The NDIS will stimulate significant change to the disability services sector, in particular this will involve:

- Cessation of block-based funding for service providers and introduction of Individual Funding Packages for eligible individuals;
- Individuals will have increased choice and control over where to purchase services and supports; and
- A market-driven service system.

Council is considering the impact of the National Disability Insurance Scheme (NDIS) on its Early Childhood Intervention Service (ECIS) and NDIS eligible Home and Community Care (HACC) services. It is also considering the role Council can best play on behalf of the Knox community with the implementation of the NDIS.

Given the significant impact of the NDIS reform in the provision of support for people with disabilities Council has needed to analyse the implications and to then make a decision about the most appropriate, effective and sustainable role it can and should play into the future.



## **7. NDIS Feasibility Assessment Project Update (cont'd)**

In November 2015, Council approved funding to undertake a comprehensive analysis of Council's capacity and the associated implications to become a viable NDIS service provider for ECIS and for NDIS eligible HACC service users.

This report provides an overview of the analysis undertaken, the findings of this assessment and proposed recommendations for Council consideration.

For the purposes of this report, reference is made to people or children with a disability and refers directly to those persons who by definition are eligible to receive services through the National Disability Insurance Scheme because of a diagnosed disability and/or developmental delay.

## **2. DISCUSSION**

### **2.1 Background to Council's service planning relating to ECIS and HACC.**

Council undertook a service review and planning process for the Illoura ECIS and the HACC services for people under 65 years of age in 2015. A key consideration at that time was the pending introduction of the NDIS and the implications this significant reform would have for people with disabilities, for the disability service system overall and for Council's future role in this new environment.

At that time it was known that the NDIS would involve a shift to a new market model for service provision where eligible people with disabilities and their families would be allocated resources to purchase the NDIS services and supports which best suited their needs.

It was also known that:

- The NDIS would be progressively implemented in Victoria in different geographic areas commencing in July 2016 through to June 2019.
- That the NDIS model would involve three different levels (or tiers) comprising
  - 1) The direct service provision tier (Tier 3)
  - 2) A Community Information, Linkages and Capacity Building tier which would include a Local Area Coordination which would include assessment, service planning and referral support for service users (Tier 2)
  - 3) A general community access and inclusion tier (Tier 1)

## 7. NDIS Feasibility Assessment Project Update (cont'd)

- Negotiations were being finalised for the transfer of the HACC Program for people over 65 years of age from the State Government to the new Commonwealth Home Support Program as of July 2016. The schedule for the NDIS commencing in Knox was not known.
- HACC service users under the age of 65 years of age who would be NDIS eligible would transfer to the NDIS system and those not eligible for NDIS would continue to be supported by the State Government program.

In mid 2015 some key elements of the NDIS were not known such as the timetable for roll out in Victoria, the transition arrangements which would be implemented and how the associated program for community information, local area service coordination and capacity building would be implemented.

With regard to NDIS eligible HACC services for people under 65 years of age Council resolved to continue to provide HACC services to clients under the age of 65 years, pending further information on the implementation of the NDIS between 2016-2019, and development of an ongoing state program to cover people under 65 years of age who are not eligible for the NDIS and subject to further the outcome of Council's consideration of the service analysis on the impact of NDIS for ECIS (Illoura) and HACC.

With regard to the Illoura ECIS service Council resolved in September 2015, to seek funding to "undertake a comprehensive analysis of Council's capacity and the associated implications to become a viable NDIS ECIS only disability service provider" and confirmed provision of funding in November 2015. At that time the project was extended to include analysis and implications for Council's role as a service provider for NDIS eligible HACC service recipients.

A key focus of the feasibility analysis process has been to assess if Council could become a direct NDIS Tier 3 service provider in a way that would be viable and sustainable along with considering its existing and potential roles as a Local Government Authority to promote the quality of life, access and inclusion for all people with disabilities within the Knox community.

### 2.2 Guiding Principles for the Feasibility Analysis

As part of the service review process for ECIS undertaken in 2015 Council used six principles to guide decision making with regard to the future role of Council in the emerging NDIS environment. These same principles have been adapted and used to inform consideration of Council's capacity to become a viable NDIS disability service provider and are as follows:

- *Children, families and people with disabilities are the key focus*  
Ensuring that the wellbeing of people with disabilities, children, and their families and carers is a key consideration in decisions on the future of services delivered by Council to the community.

## 7. NDIS Feasibility Assessment Project Update (cont'd)

- *There is a unique role for Council as a direct service provider*  
Consideration of any unique advantage and contribution Knox Council can make to the community as a direct provider of the service.
- *Individuals and Families will have sufficient choice and access to services.*  
Research should indicate that individuals and families will have sufficient choice and access to a variety of quality services that meet their needs.
- *Sustainability and affordability*  
Ensuring that Council can provide a service that is sustainable and affordable for individuals and families, whilst meeting its legislative and governance obligations as a Local Government authority.
- *The interests and wellbeing of staff are considered*  
Ensuring that the interests and wellbeing of Council staff are considered and that Council's responsibilities as an employer are met.
- *Consistency with Council's unique municipal-wide role*  
Ability for Council to fulfil its responsibilities as a municipal planner and advocate for quality, affordable and accessible services for the Knox community.

This report provides an overview of the analysis of the options under consideration including the associated advantages, disadvantages, risks and opportunities.

The analysis has included consideration of what is now known about the NDIS rollout process, particularly with regard to the transition process for service users and the 'Information, Linkages and Capacity Building' (ILC) component of NDIS.

### 2.3 Council's current disability support service provision

Council provides a range of services and activities to support people with disabilities. These are broadly identified in its Access and Inclusion Plan for People with Disabilities 2016.

These diverse disability focused activities include Council's Disability Advisory Committee (KDAC), implementing disability access audits, provision of HACC services to people with disabilities of all ages and their carers, early support through the Maternal and Child Health Service, disability advocacy training programs, community grants, advocacy to other levels of government and businesses, and investment in universally accessible community infrastructure such as playgrounds and community buildings.

## **7. NDIS Feasibility Assessment Project Update (cont'd)**

In terms of more specialist individual support services, Council operates the Illoura Early Childhood Intervention Service (ECIS) that currently provides 104 places to support children with a disability or developmental delay from birth to school entry. Children are assessed and referred to Illoura ECIS by the State Government's Department of Health and Human Services. This service is currently funded through the State Government ECIS program which provides a grant of \$800K pa (2015-16) and Council provides additional funding of \$534K pa (2015-16).

The Council's HACC program provides services to around 500 people with a disability under the age of 65. Council currently receives approximately \$1.1m pa in State Government funding to support clients under the age of 65 through the HACC program. Council contributes a further approximate \$260K pa to support these services. A further \$4.2M pa in funding is allocated for clients over 65 years of age. Clients under 65 equate to a maximum of 15% of the total Knox HACC client base.

Council is now considering the feasibility of maintaining a direct service provision role in these two specific services as they are directly affected by the roll out of the NDIS.

### **2.4 What is now known about the NDIS for Victoria.**

The NDIS will be progressively rolled out across Victoria over three years. People currently receiving support through the Commonwealth and Victorian Government will be moving to the NDIS at different times depending on the type of support they are receiving and where they live.

The following information is now known about the NDIS and has been taken into account in the assessment of options.

#### **2.4.1 The Victorian roll out timetable for NDIS**

The NDIS will commence in Knox as part of the Outer East Region from November 2017. Implementation is currently commencing in the north east of Melbourne (Banyule, Darebin, Nillumbick, Whittlesea and Yarra), Central Highlands and the Loddon regions in July 2016.

The timetable for the progressive implementation of NDIS in Victoria is provided in Appendix A.

For ECIS services, some changes will begin as early as November 2016 when referral pathways and processes for ECIS children on service waiting lists or who are newly diagnosed will change from the current Central Intake Process to the NDIA Local Area Coordination approach.

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

### 2.4.2 The Three Tiers of the NDIS Model

The NDIS initiative makes a clear distinction between three levels of activity to support people with disability:

1. **Tier 3-NDIS direct Service Provision-** a wide range of NDIS direct service provider organisations.
2. **Tier 2- Information, Linkages and Capacity Building programs (ILC)**  
The ILC will provide information, linkages and referrals to connect people with disability, their families and carers, with appropriate supports.
3. **Tier 1-General community support, advocacy and inclusion activities.**

It is now known that in general NDIS direct service providers (Tier 3) will not be eligible to participate as partners or tenderers for the ILC funding (Tier 2). This means that if Council decides to be a direct NDIS service provider it would be compromised in exploring further opportunities to be an active leader through the ILC program.

For ECIS services, the NDIA has put in place a 2 year transitional arrangement where one ECIS provider in a region can be the Local Access Partner and this service can both assist all eligible families to identify and plan for their needs as well as deliver an ECIS service which a family may or may not choose to attend as part of their plan. While it is not known if this transitional arrangement would be extended the advice, based on the broad NDIS model is that this may eventually require a separation of functions between service providers and coordination/assessment consistent with other parts of the NDIS service system.

The NDIA has been actively providing information and advice on actions which organisations would need to take to be ready to work effectively as an NDIA provider.

It has emphasised that 'existing providers will need to develop options for transitioning to a competitive market ahead of implementation of the full scheme. They will need to operate efficiently and competitively without requiring on-going subsidisation (NDIS Integrated Market, Sector and Workforce Strategy report June 2015).

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

### **2.4.3 NDIS - Information, Linkages and Capacity Building (ILC)**

ILC is the component of the NDIS that will provide information, linkages and referrals to connect people with disability, their families and carers, with appropriate supports. This program will provide capacity building supports for people with disability who are not eligible for an NDIS package. ILC will also promote service collaboration and partnership across disability services to improve outcomes for people with disability.

The ILC policy framework describes five “streams” of ILC, these are:

- 1) Information, Linkages and Referrals
- 2) Capacity building for mainstream services
- 3) Community awareness and capacity building
- 4) Individual capacity building
- 5) Local Area Coordination (LAC)

The ILC and associated LAC arrangements will not be at a single LGA level but operate across an NDIS region.

On 24 March 2016, the National Disability Insurance Agency (NDIA), administering the NDIS roll-out announced the appointment of the Brotherhood of St Laurence (BSL) to deliver Local Area Coordination (LAC) services in Melbourne's north-east region. This work will span five municipalities – Banyule, Darebin, Nillumbik, Whittlesea and Yarra. The BSL has entered into an agreement with the 5 municipalities as part of this successful tender.

The ILC is closely aligned to Council's existing municipal leadership role in implementing initiatives to promote access and inclusion for people with disabilities.

### **2.5 How will the NDIS affect these services and why is Council considering a preferred option?**

The NDIS is a new way of supporting people with permanent and significant disability, their families and carers. The NDIS will lead to a broader range of services for people with disabilities. At the same time the introduction of the NDIS in 2017 will mean that the funding model for Council's ECIS and HACC (under 65 yrs) disability services will change. The new funding model will mean that Council will need to change the way that it operates and Council would have to directly compete with other providers delivering similar services to Illoura ECIS and Council's HACC program.

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

The future NDIS market will be significantly different to the current disability service system. Existing providers have developed a wealth of expertise about the sector and their local communities and have established positive relationships with people with disability and their carers. Under the NDIS, new and different forms of suppliers will enter the market, bringing diversity, competition and innovation. New suppliers will include community members, individual sole traders, organisations within the community and increased numbers of for-profit suppliers.

Developing a sustainable and efficient market for the future is a critical goal for the NDIS to ensure that people with disability can access supports that enable them to fulfil their goals and aspirations and the outcomes they require to live full and valued lives within their communities.

All Councils need to comply with National Competition Policy. As the NDIS ECIS and HACC services would be a 'significant business' as defined in the National Competition Policy, Council would be required to demonstrate that rate payer funds would not be used to subsidise the service which may result in the service having a competitive advantage over another service that did not have access to rate payer funds.

In addition if Council was to consider establishing a specific NDIS service provision business the Local Government Act requires Council to seek specialist Ministerial Approval to operate in any entrepreneurial business venture. This assessment would include consideration of the existence of other similar service providers and it is unlikely that this would be approved given the diverse disability service environment that already exists in the eastern region of Melbourne.

Another key issue for Council is considering its unique municipal leadership role in promoting the quality of life, and access and inclusion for people with disabilities within Knox. This work is exemplified in the Knox Access and Inclusion Plan for People with Disabilities which outlines the diverse range of activities and services undertaken by Council to ensure Knox is an inclusive community. As mentioned previously, this role is closely aligned with the ILC and the general community support elements of the NDIS model.

The NDIS provides an opportunity for Council to play a critical role on behalf of its community in ensuring that the overall planning, coordination and implementation of NDIS services and programs in Knox will provide the best possible outcomes for the Knox community in the short and longer term. Council needs to consider if endeavouring to become an NDIS specific service provider would compromise or jeopardise this municipal leadership role.

## **7. NDIS Feasibility Assessment Project Update (cont'd)**

### **2.6 Analysis of the Options**

There are four options which have been analysed and considered by Council for its response to the new NDIS approach as follows:

Option 1: Adapting the current Council-managed in-house Early Childhood Intervention Service (ECIS) to become an NDIS service provider.

Option 2: Establishing a new entity to provide NDIS Early Childhood Intervention Services as a separate business from Council

Option 3: Develop as an expanded NDIS service provider (ECIS, HACC and other services)

Option 4: Not becoming an NDIS service provider, transitioning out of ECIS and NDIS eligible HACC services, and focusing Council's activity on municipal planning, advocacy, coordination and action to enhance access and inclusion for people with disabilities in Knox.

These options have been carefully investigated in terms of their feasibility, their long term sustainability and using the key principles identified to guide this analysis.

Options 1 and 3 are based on Council being a direct service provider. This would mean that Council would be endeavouring to establish a sustainable, competitive service operation in competition with other NDIS providers which will be operating within Knox. These service provision options would also mean that Council's role as a municipal wide planner, coordinator and advocate for the community would be compromised.

### **2.7 Understanding the NDIS Service Provider market**

Analysis has been undertaken on the market anticipated within an NDIS environment and impact this would have on Council's capacity to become a competitive NDIS service provider.

Illoura ECIS is one of nearly 50 State-funded ECIS providers in Victoria. A number of these ECIS providers also offer additional services and supports for a small fee or at no cost to families. If continuing in service provision Knox City Council would be the only local government provider in Victoria.

There are 14 other Eastern Metropolitan ECIS providers and four early education programs operating in the region in which Knox is situated. At least six of these providers are registered as NDIS providers and have been operating in NDIS trial sites (Appendix B).



## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

As Knox sits within the best serviced region in Australia for disability services and given the expansion and increase of disability service providers that is being stimulated by the NDIS, it is expected that families will have enhanced choice and access to a range of ECIS and disability services into the future.

As the NDIS is a market-driven model, the residents of Knox are expected to be well-supported by an existing market of service providers. It is expected that the local market will be highly competitive and will result in increased competition from private enterprise for community service and not-for profit organisations already operating in the disability services sector as well as other private providers in disability, health, aged care and other sectors.

The future NDIS market will be significantly different to the current disability service system. Existing providers have developed a wealth of expertise about the sector and their local communities and have established positive relationships with people with disability and their carers. Under the NDIS, new and different forms of suppliers will enter the market, bringing diversity, competition and innovation. New suppliers will include community members, individual sole traders, organisations within the community and increased numbers of for-profit suppliers.

### **2.8 Summary of the finding of the analysis.**

The analysis provided below includes consideration of the business feasibility and the guiding principles.

The following section provides a summary of the findings for each option.

- **Option 1 – Adapting the current Council-managed in-house Early Childhood Intervention Service (ECIS) to become an NDIS service provider.**

This option would aim to provide continuation as a small business provider in ECIS and HACC service provision. HACC clients eligible for NDIS packages will transition to other providers without impact on the Council HACC service arrangements.

Continuing involvement in ECIS provision may deny Council possible participation in ILC/LAC engagement. It would compromise Council's opportunity for strategic influence into the disability planning and advocacy roles and will require aggressive competitive strategies to deliver, and require a significantly different service model.

Council would be required to use Council funds to invest in a 'business readiness' process and to cover additional recurrent costs that would significantly increase Council's annual contribution to the ECIS and HACC NDIS operating budgets. NDIS readiness/establishment costs would include such new functions as formal quality compliance monitoring systems, service marketing, pricing systems, new activity based costing systems, time and attendance and a new Clinical Management system.

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

In addition the service model, practices and service levels would need to be changed significantly over the next year to achieve a cost neutral position for Council in order to comply with National Competition Policy (NCP). Given the significant competition from other service providers there would be no guarantee that Council could achieve a cost neutral position.

This model is not recommended given the significant investment required to become NDIS ready and the assessment that it is unlikely that Council could achieve and maintain a cost neutral business position in accordance with the National Competition Policy.

- **Option 2 – Establishing a new entity to provide NDIS Early Childhood Intervention Services as a separate business from Council**

This option requires initial investment to develop a separate entity that would operate in complete independence to Council's current program. Future success of this model will be dependent on capacity to operate efficiently and to attract clients to participate in the service. Given market maturity and the high number of established providers operating and establishing in the municipality as NDIS commences, the environment may create significant challenges for a new and untested provider.

The investment in NDIS establishment is estimated at approximately \$860K and in addition there would be the costs associated with Council exiting as a direct service provider. In this scenario Council could continue and strengthen its municipal leadership role as it would not be competing as an NDIS service provider.

As mentioned previously, the Local Government Act 1989 requires Council to seek Ministerial approval to operate in any entrepreneurial business venture and it is uncertain that this would be approved given the range of disability services already operating in the eastern region of Melbourne.

This option is not recommended as it would be challenging for Council to consider a significant initial investment to establish a new entity to provide some NDIS services. The new entity would be vulnerable to a growing and mature market. At the same time Council will need to consider increasing investment in directly managed Council programs to address community priorities in the context of a constrained fiscal environment.

**7. NDIS Feasibility Assessment Project Update (cont'd)**

- **Option 3 - Develop as an expanded NDIS service provider (ECIS, HACC and other services)**

This option will require significant business planning, initial investment and structural and operational change to expand and diversify the suite of services to be delivered. Current assessment suggests that expanding services will increase costs and losses. This will require detailed management for Council to meet National Competition Policy requirements and any subsequent test of competitive neutrality. Expanded service delivery may require a more aggressive competitive approach to attract and retain clients in a rich and diverse provider market.

Overall this business expansion option is not recommended given the significant associated investment and risks.

- **Option 4 - Not becoming an NDIS service provider, transitioning out of ECIS and NDIS eligible HACC services, and focusing Council's activity on the municipal planning, advocacy, coordination and action to enhance access and inclusion for people with disabilities in Knox.**

This option would provide for supported transition for NDIS eligible individuals under 65 years of age, children and families to alternative ECIS and NDIS disability providers and would allow Council the opportunity to strengthen its strategic municipal leadership in planning, advocacy and facilitation to support the best outcomes for people living with disabilities in Knox while continuing to provide HACC services across the municipality.

There would be once off costs associated with transitioning out of direct service provision. Ongoing costs would depend on the extent to which Council chose to re-invest into strengthening its municipal leadership role and expanding the scope of actions which could be delivered through the Knox Access and Inclusion Plan for People with Disabilities. This option would involve Council working with the Illoura Committee to explore opportunities for it to continue to play a role in supporting parents of children with disabilities in Knox as well as considering the possible future use of the Illoura facility as a centre for families and disability support activities.

This option is recommended and would also enable Council to explore playing an active role in the development of the ILC and the overall implementation of NDIS within Knox.

## **7. NDIS Feasibility Assessment Project Update (cont'd)**

### **2.9 Overall Summary and Officer Recommendation**

Given the analysis of the options undertaken it is recommended that Option 4 is the most feasible and appropriate option for Council to consider. It is recommended that Council commence a consultation process with relevant stakeholders, including the public and affected staff on this recommended option. No final decision will be made until the consultation process is completed and Council has considered all feedback received.

With regard to the three service provider models (Options 1, 2 and 3) the analysis shows that there is a high level of risk, that the service models would require significant up-front investment and systems changes, would not be financially sustainable and would not meet NCP requirements.

At the same time given the range of current and expected service providers operating within Knox and the eastern region it is expected that residents of Knox will be well-supported by the market of service providers. It is expected that the local service provider market will be highly competitive and will result in increased competition from private enterprise for community service and not-for profit organisations already operating in the disability services sector as well as other private providers in disability, health, aged care and other sectors.

In addition, Option 4 provides Council with the opportunity to continue to strengthen its unique municipal role in planning for and promoting access and inclusion for people with disabilities. It would also enable Council to play an active role in working with the NDIS, the community and service providers to ensure that the NDIS service system including planning, implementation and capacity building brings the best outcomes for the Knox community.

#### **2.9.1 Municipal Strategic Leadership Model**

As a local government authority, Council has a unique role and capacity to play an important municipal leadership role for people with disabilities living in Knox. Council has a long history and strong track record in providing leadership to promote a range of initiatives, programs and services to improve access and inclusion for people with disabilities.

Council's strengths, expertise and experience mean it is well suited to participate in the NDIS through the Information, Linkages and Capacity Building program that will be part of the NDIS.

The diagram in Appendix C represents how Council can play an important municipal leadership role across the three NDIS tiers while at the same time not being a direct NDIS direct service provider.

## 7. NDIS Feasibility Assessment Project Update (cont'd)

### 2.9.2 Recommendation

On the basis of the feasibility analysis undertaken it is recommended that Council considers Option 4 in responding to the implementation of the National Disability Insurance Scheme (NDIS) and undertakes a consultation process on this option:

- a. That Council does not become an NDIS service provider, and subject to consultation, transitions out of ECIS and NDIS eligible HACC services;
- b. In considering this option, Council would ultimately work with the National Disability Insurance Agency and its associated transition agencies to ensure existing service users are supported through the service transition process;
- c. Work with the Illoura Committee Inc. to explore opportunities for supporting children with disabilities and their families if Council determines not to continue as an ECIS NDIS service provider; and
- d. Continuing to deliver the Home and Community Care Program / Commonwealth Home Support Programme for people over 65 years of age under current arrangements.

Focus its activities on continuing and strengthening its municipal leadership role in planning, advocacy, coordination and action to enhance access and inclusion for people with disabilities in Knox. It is further recommended that Council authorises the Chief Executive Officer to commence a consultation process from 12 May through to 28 May 2016 with:

- 1) The public on this recommended option and in line with the Public Consultation approach identified in Section 3 of this report; and with
- 2) The affected staff in accordance with Council's Enterprise Agreement.

Upon completion of the consultation process, Council can consider all feedback and make a final decision at the June SPC 2016 meeting.

### 2.10 What would happen for current users and staff if Option 4 is implemented?

If Council considers Option 4 and then makes the decision to implement the recommendation at the 14 June 2016 SPC, staff would work with service users, the NDIA, the State Government and other service providers to ensure a smooth transition for clients. A comprehensive transition and support process would be designed in consultation with Service Users and staff. The proposed transition process for Illoura ECIS and NDIS eligible HACC clients is outlined in Appendix D.

**7. NDIS Feasibility Assessment Project Update (cont'd)**

Council would work alongside the existing Illoura families and HACC clients to identify and access new service providers in time for when the new arrangements begin.

The Council would immediately start to work with existing Illoura families to assist them to form supportive Key Worker and service relationships and transition to other service providers from December 2016 to February 2017.

HACC clients will continue to be supported through their existing HACC services until such time as they are assessed for NDIS eligibility. The Active Ageing and Disability team will be working closely with existing clients under 65 to support them to participate in NDIS processes. Clients deemed eligible and choosing to transition to a NDIS provider will be supported to do so.

The Council will work closely with the Illoura Committee so that is able to identify and pursue the best way it can continue to support families under the NDIS.

There are likely to be opportunities for further development of the Committee's role through the ILC program and Council would support the Committee to identify these opportunities.

Staff affected by the changes will be consulted before any final decision is made and will receive support and have access to their full range of entitlements in accordance with the Enterprise Agreement. Redeployment options within the organisation may also be available to staff.

Current HACC support workers are not anticipated to be impacted by this decision and will continue to deliver a broad range of services to both those people under 65 who are not eligible for NDIS and to older people over the age of 65.

**3. CONSULTATION**

This process follows on from the community consultation undertaken in 2015 on the Illoura ECIS service. This next consultation process would commence on 12 May 2016 following Council's consideration of its preferred option at the SPC meeting on 10 May 2016.

The proposed process would include a consultation with relevant staff to provide advice and seek feedback, structured to meet obligations as outlined in Council's Enterprise Agreement.

## 7. **NDIS Feasibility Assessment Project Update (cont'd)**

This would be closely followed by a public submissions process to ensure community stakeholder and broad community feedback contribute to Council consideration of this matter.

This consultation process would include consultation with relevant Council Advisory Committees including the Knox Disability Advisory Committee, Early Years Advisory Committee and Active Ageing Advisory Committee as well as service users and the Illoura Committee. Supported pathways will be developed to enable participation of people with disability, families and carers, service agencies and interested broader community members to have access to this engagement process. This process will be supported, utilising Council's existing community networks, particularly those developed through Council's Community Access and Equity Service.

The proposed timelines would be as follows:

- SPC 10 May – a resolution of Council on a preferred direction for consultation.
- Public Submissions process from 12 May to 28 May (ie 15 days). During this time public submission meeting/s would be held as well as a general submissions process. Staff consultation (including with their relevant representatives) will also be conducted as a priority.
- SPC 14 June: Council considers the feedback from the community, service users, staff and other stakeholders and makes a decision on Council's future direction.

It is proposed that the consultation process would involve:

- Invitation for written or verbal submissions by letter and email to affected staff, disability providers and networks, current effected ECIS and HACC service users and information on Council's website inviting broad community submission.
- Two (2) public submission hearings (one day/one evening).
- A joint advisory committee session (ie representatives from appropriate Advisory Committees) and a session with the Illoura Committee.

## **4. ENVIRONMENTAL/AMENITY ISSUES**

There are no direct environmental impacts relating to this report. In considering the recommended option for the future of the Illoura ECIS service Council would consider the opportunities for the Illoura facility located in Ferntree Gully to continue to be used as a disability support centre for children, families and disability service providers.

**7. NDIS Feasibility Assessment Project Update (cont'd)****5. FINANCIAL & ECONOMIC IMPLICATIONS**

The rollout of the NDIS will provide significant economic benefit across Victoria as the additional investment in disability services provides eligible people with funded packages to purchase a range of services and supports from providers they select. In addition to the progressive development of the market to respond to this new delivery and demand model over the next ten (10) years, it is anticipated that the workforce will further develop, with a particular focus on increased workforce participation by people with disability.

Consideration of Council's capacity to become a service provider under NDIS would require consideration of investment strategies to establish new service delivery models and activity to meet Council's obligations under National Competition Policy (NCP) and the Local Government Act (LGA).

Council has allocated \$165,000 in 2015-16 to undertake this business case and feasibility analysis. The analysis provides an assessment of the estimated initial investment and ongoing costs, as well as the key policy issues which need to be considered for the various options to assist Council to make decisions about the future direction for Council's role within the new NDIS environment

**6. SOCIAL IMPLICATIONS**

The rollout of the National Disability Insurance Scheme (NDIS) represents a transformational change in the funding, planning and delivery of services for people with disability at a national level. The NDIS is a new way of providing individualised support for eligible people with permanent and significant disability, their families and carers. It will provide an all of life stages approach for people with disabilities where they can make decisions on the support they need to enable them to participate in their community and achieve their goals. This new service system promises to make a significant contribution to achieving Council's goals for an inclusive community as outlined in Council's Access and Inclusion Plan for People with Disabilities 2016.

Local Knox residents with a disability under 65 years of age will be involved with the introduction of the scheme into the City of Knox in November 2017 as they apply to access a package under NDIS and receive advice regarding their eligibility.

Eligible people with a disability will progressively transfer to the NDIS and those deemed ineligible will continue to receive support under the state funded HACC program for people with disability who are under 65 years.



## **7. NDIS Feasibility Assessment Project Update (cont'd)**

The NDIS provides Council with an opportunity to continue and strengthen its leadership role to promote access and inclusion for people with disabilities and to ensure that the NDIS is implemented effectively within Knox to meet local needs. This would complement its work on the Knox Access and Inclusion Plan for People with Disabilities.

### **7. RELEVANCE TO CITY PLAN 2013-17 (INCORPORATING THE COUNCIL PLAN)**

Council's consideration of its potential roles within the National Disability Inclusion Support Service contributes to the delivery of the City Plan objectives relating to Theme One – 'Healthy, Connected Communities' and Theme 5 - 'Democratic and Engaged Communities'.

Consideration of Council's role in relation to ECIS, HACC and disability inclusion support and capacity building relate to Council's broad role as a municipal planner for the Knox community and Council's objectives to enhance community health and wellbeing through the Integrated City Strategy.

### **8. CONCLUSION**

The implementation of the NDIS is a significant reform in the disability support system and provides opportunities for an expanded and more secure range of choices for people with disabilities, their carers and families through all life stages. It also heralds a new approach to strengthening initiatives to ensure access and inclusion for people with disabilities within the community.

The NDIS involves a change to the way services are provided and the ways that people make choices to suit their needs and access the services and support that best suit them. The Information, Linkages and Capacity Building (ILC) element of NDIS will provide information, linkages and referrals to connect people with disabilities, their families and carers with appropriate advice and support.

Council is considering the impact of the National Disability Insurance Scheme (NDIS) on its Early Childhood Intervention Service (ECIS) and NDIS eligible Home and Community Care (HACC) services. It is also considering the role Council can best play on behalf of the Knox community with the implementation of the NDIS.

Council has undertaken analysis to examine the feasibility of Council becoming an NDIS service provider and the implications for Council's broader role in municipal leadership to promote access and inclusion for people with disabilities in Knox.

**7. NDIS Feasibility Assessment Project Update (cont'd)**

Council has assessed four options and has considered six guiding principles outlined in this report to assess the strengths, weaknesses, risks and opportunities associated with each option.

The analysis has identified that Option 4 is the most feasible and appropriate option for Council to consider. This option involves Council not becoming an NDIS service provider, transitioning out of ECIS and NDIS eligible HACC services, and focusing Council's activity on the municipal planning, advocacy, coordination and action to enhance access and inclusion for people with disabilities in Knox.

It is now proposed that Council undertake further consideration of this option through a public consultation process before a final decision is made at the 14 June SPC meeting.

**9. CONFIDENTIALITY**

There are no confidentiality issues related to this report.

**Report Prepared By:** *Acting Chief Executive Officer  
(Kerry Stubbings)*

**Report Authorised By:** *Acting Chief Executive Officer  
(Kerry Stubbings)*

## Appendix A:

### NDIS implementation schedule for Victoria

#### 1 July 2016 - 30 June 2017

- North East Melbourne
- Central Highlands
- Loddon



#### 1 July 2017 - 30 June 2018

- Outer East Melbourne
- Inner East Melbourne
- Ovens Murray
- Inner Gippsland
- Western District
- Bayside Peninsula
- Hume Moreland



#### 1 July 2018 - 30 June 2019

- Southern Melbourne
- Brimbank Melton
- Western Melbourne
- Goulburn
- Mallee
- Outer Gippsland



## Appendix B

### Early Childhood Intervention Services and Early Education Programs available in the Eastern Region of Victoria.

This list has been provided by Department of Education and Training (DET) in the North Eastern Region of Victoria and further information about these services are available on DET's website as the source for this information. DET advises that given the changing ECIS/NDIS market, the current state of ECIS Providers will change and there will be other providers on DET's website that could be/will be servicing the Knox municipality into the future. The following table lists the ECIS and Early Education programs available to Knox residents.

Further Information is available on the Department's website regarding these ECIS service providers available in the Eastern Region of Victoria <http://www.education.vic.gov.au/childhood/providers/needs/Pages/northeastecis.aspx>

### Early Childhood Intervention Services

Early Childhood Intervention Services (ECIS) support children with a disability or developmental delay from birth to school entry, and their families.

These services build on opportunities for learning and development that are provided at home and through Maternal and Child Health Centres, child care, and kindergarten.

ECIS recognise that families are children's first and most influential teachers.

Families are the primary influence on children's learning and development.

A child-and-family-centred approach based on a partnership between parents and professionals is at the core of ECIS.

The overall aim of these services is to provide parents and families with the knowledge, skills and support to meet the changing needs of their child and to optimise the child's development and ability to be part of family and community life.

<p><b>Best Chance Child Family Care (previously Warooga)</b>            Service: Early Childhood Intervention Service            Address: 583 Ferntree Gully Road, Glen Waverley VIC 3150            Phone: 03 8562 5100            Fax: 03 8562 5111            Email: <a href="mailto:earlyintervention@bestchance.org.au">earlyintervention@bestchance.org.au</a>            Website: <a href="http://www.bestchance.org.au">www.bestchance.org.au</a></p>	<p><b>Biala Box Hill</b>            Service: Early Childhood Intervention Service            Address: 10 Rose St, Box Hill VIC 3128            Phone: 03 9899 0508            Fax: 03 9897 3467            Email: <a href="mailto:bialaboxhill@westnet.com.au">bialaboxhill@westnet.com.au</a>            Local government area: Whitehorse (C)</p>	<p><b>Cerebral Palsy Education Centre (CPEC)</b>            Service: Early Childhood Intervention Service            Address: Beacon Street, Glen Waverley VIC 3150 or PO Box 211 Glen Waverley VIC 3150            Phone: 03 9560 0700            Fax: 03 9560 0669            Email: <a href="mailto:info@cpec.com.au">info@cpec.com.au</a>            Website: <a href="http://www.cpec.com.au">www.cpec.com.au</a></p>
<p><b>EACH Early Childhood Intervention Program</b>            Service: Early Childhood Intervention Service            Address: 6 Vimy Ridge, Healesville VIC 3777            Phone: 03 9837 3942            Fax: 03 9879 6356            Email: <a href="mailto:bforster@each.com.au">bforster@each.com.au</a>            Website: <a href="http://www.each.com.au">www.each.com.au</a>            Local government area: Shire of Yarra Ranges</p>	<p><b>EACH Child Early Childhood Intervention Program</b>            Service: Early Childhood Intervention Service            Address: 75 Patterson St, Ringwood East VIC 3135            Phone: 03 9837 3942            Fax: 03 9879 6356            Email: <a href="mailto:eachchildeip@each.com.au">eachchildeip@each.com.au</a>            Website: <a href="http://www.each.com.au">www.each.com.au</a></p>	<p><b>Irabina Childhood Autism Services</b>            Service: Early Childhood Intervention Service            Address: 193 Bayswater Road, Bayswater VIC 3153            Phone: 03 9720 1118            Fax: 03 9720 6641            Email: <a href="mailto:autism@irabina.com">autism@irabina.com</a>            Website: <a href="http://www.irabina.com">http://www.irabina.com</a></p>

## Early Childhood Intervention Services (cont)

<p><b>Mooroolbark Early Childhood Intervention Program</b>          Service: Early Childhood Intervention Service          Address: 8 Charles St, Mooroolbark VIC 3138          Phone: 03 9726 7135          Fax: 03 9727 2484          Email: <a href="mailto:mecec@alphalink.com.au">mecec@alphalink.com.au</a></p>	<p><b>Stride Forward Early Intervention Program - Manningham Community Health Service</b>          Service: Early Childhood Intervention Service          Address: 44 Balmoral Avenue, Lower Templestowe VIC 3107          Phone: 03 9850 8080          Fax: 03 9852 4934</p>	<p><b>Noah's Ark – Glen Waverley</b>          Service: Early Childhood Intervention Service          Address: 1283 Malvern Road, Malvern Vic 3144          Phone: 03 8823 8600          Fax: 03 8823 8699          Email: <a href="mailto:noahsark@noahsarkinc.org.au">noahsark@noahsarkinc.org.au</a>          Website: <a href="http://www.noahsarkinc.org.au">www.noahsarkinc.org.au</a></p>
<p><b>SCOPE: Eastern Specialist Services</b>          Service: Early Childhood Intervention Service          Address: 7 Allen St, Glen Waverley VIC 3150          Postal Address: PO Box 23, Glen Waverley VIC 3150          Phone: 03 9561 1233          Fax: 03 9562 1435          Website: <a href="http://www.scopevic.org.au">www.scopevic.org.au</a></p>	<p><b>The Advisory Council For Children With Impaired Hearing (Victoria) -Taralye</b>          Service: Early Childhood Intervention Service          Address: 137 Blackburn Road, Blackburn VIC 3130          Phone: 03 9877 1300          Fax: 03 9877 1922          Email: <a href="mailto:information@taralye.vic.edu.au">information@taralye.vic.edu.au</a>          Website: <a href="http://www.taralye.vic.edu.au">www.taralye.vic.edu.au</a></p>	<p><b>Villa Maria Society Early Childhood Intervention Service</b>          Service: Early Childhood Intervention Service          Address: 13 Fernhurst Grove, Kew VIC 3101          Phone: 03 9855 7850          Fax: 03 9855 2340          Email: <a href="mailto:ei@villamaria.com.au">ei@villamaria.com.au</a>          Website: <a href="http://www.villamaria.com.au">www.villamaria.com.au</a></p>
<p><b>Vision Australia</b>          Service: Early Childhood Intervention Service          Address: 454 Glenferrie Road, Kooyong VIC 3144          Phone: 1300 847 466          Fax: 03 9864 9210          Email: <a href="mailto:info@visionaustralia.org.au">info@visionaustralia.org.au</a>          Website: <a href="http://www.visionaustralia.org.au">www.visionaustralia.org.au</a></p>	<p><b>Yooralla – Inner East Early Childhood Service</b>          Service: Early Childhood Intervention Service          Address: 19 Neil Court, Blackburn South VIC 3130          Phone: 03 9808 6833          Fax: 03 9888 9396          Email: <a href="mailto:blackburns@yooralla.com.au">blackburns@yooralla.com.au</a>          Website: <a href="http://www.yooralla.com.au/ecs">www.yooralla.com.au/ecs</a></p>	<p><b>Yooralla – Outer East Early Childhood Service</b>          Service: Early Childhood Intervention Service – outreach service for children and families.          Address: PO Box 19, The Patch, Vic, 3792          Phone: 03 9751 9801          Fax: 03 9752 1835          Email: <a href="mailto:carol.tulberg@yooralla.com.au">carol.tulberg@yooralla.com.au</a>          Website:  <a href="http://www.yooralla.com.au/services/early-childhood-services">http://www.yooralla.com.au/services/early-childhood-services</a></p>

## Early Education Programs

Early Education Programs (EEP's) are centre based programs provided to assist families who have Pre-school aged children with disabilities between the ages of 2.8 years 4.8 years who have specific developmental needs or are developmentally delayed. There are 4 State funded Early Education Programs based in Special Development Schools in the Eastern Region.

<p><b>Monash Special Developmental School</b> Service: Monash Special Developmental School Address: 15 - 25 Academy Avenue, Wheelers Hill VIC 3150 Phone: 03 9239 7400 Fax: 03 9239 7444 Email: <a href="mailto:monash.sds@edumail.vic.gov.au">monash.sds@edumail.vic.gov.au</a> Website: <a href="http://www.monashsds.vic.edu.au">www.monashsds.vic.edu.au</a></p>	<p><b>Croydon Special Development School</b> Service: Croydon Special Development School Address: 69-95 Belmont Road, East Croydon VIC 3136 Phone: 03 9725 4933 Fax: 03 9723 7104 Email: <a href="mailto:croydon.sds@edumail.vic.gov.au">croydon.sds@edumail.vic.gov.au</a> Website: <a href="http://www.croydonsds.vic.edu.au">www.croydonsds.vic.edu.au</a></p>
<p><b>Yarra Ranges Special Developmental School</b> Service: Mount Evelyn Special Development School Address: Old Hereford Road, Mount Evelyn VIC 3796 Phone: 03 9736 2499 Fax: 03 9736 3034 Email: <a href="mailto:mount.evelyn.sds@edumail.vic.gov.au">mount.evelyn.sds@edumail.vic.gov.au</a> Website: <a href="http://www.mtevelynsds.vic.edu.au">www.mtevelynsds.vic.edu.au</a></p>	<p><b>Burwood East Special Development School</b> Service: Burwood East Special Development School Address: 18 Manooka Street, Burwood East, VIC 3151 Phone: 03 9803 4590 Fax: 03 9877 8151 Email: <a href="mailto:burwood.east.sds@edumail.vic.gov.au">burwood.east.sds@edumail.vic.gov.au</a> Website: <a href="http://www.besds.vic.edu.au">www.besds.vic.edu.au</a></p>

## Appendix C:

### MUNICIPAL STRATEGIC LEADERSHIP MODEL

#### **Knox Strategic Leadership**

Continue and strengthen Council's role in promoting an accessible and inclusive community for people with disabilities  
Continue activity in disability planning, advocacy and coordination



#### **NDIS Linkages Capacity Building and Coordination**

Consideration of Council's role in NDIS local area coordination, information linkages and capacity building programs  
Continue and enhance role in planning, advocacy and representation to ensure community access to services and resources for all citizens with disability  
Complement NDIS with locally developed municipal services and initiatives eg through a possible Council grants program and municipal disability planning and support



#### **NDIS SERVICE SYSTEM**

Direct service delivery through a range of Not for Profit and For Profit businesses  
Competitive commercial model  
Municipal role to engage with providers to support service quality and effectiveness for Knox community  
Establish Illoura facility as community resource with priority access for municipal disability groups and activities

# ILLOURA ECIS CLIENT PATHWAY

**Illoura ECIS has 98 current clients under school age**

**All Illoura ECIS clients are confirmed eligible to be assessed for an NDIS package**

**From 1 July 2016 the current central intake model will transfer to NDIA intake and ECIS clients will be allocated to NDIS registered Providers**

**Current Illoura ECIS clients will reduce by 33% (32 clients) in December 2016**

**New clients will be referred to other NDIS registered providers from November 2016 resulting in funding gap from January 2017**

**Clients transitioning from Illoura ECIS will be supported via ECIA9 funded by DET to partner with transitioning clients and agencies that do not progress as registered NDIS provider**



# KNOX HACC CLIENT PATHWAY

**Knox has @  
382 HACC  
clients  
under 65  
years of age**

**HACC clients  
will be  
assessed for  
an NDIS  
package**

**Knox HACC  
service  
anticipates  
15% (@ 55) of  
current clients  
may be  
eligible for  
NDIS**

**NDIS eligible HACC  
clients will receive  
service from  
selected NDIS  
provider/s**

**Ineligible HACC  
clients continue to  
receive services  
from Knox HACC  
program**



**ALL WARDS****8. CUSTOMER SERVICE CENTRE, SHOP 32A STUD PARK SHOPPING CENTRE, ROWVILLE**

**SUMMARY:** *Manager – Communications and Customer Service  
(Kath Oakley)*

A confidential report is circulated under separate cover.

**Report Prepared By:** *Manager – Communications and Customer Service (Kath Oakley)*

**Report Authorised By:** *Director – Corporate Development  
(Joanne Truman)*