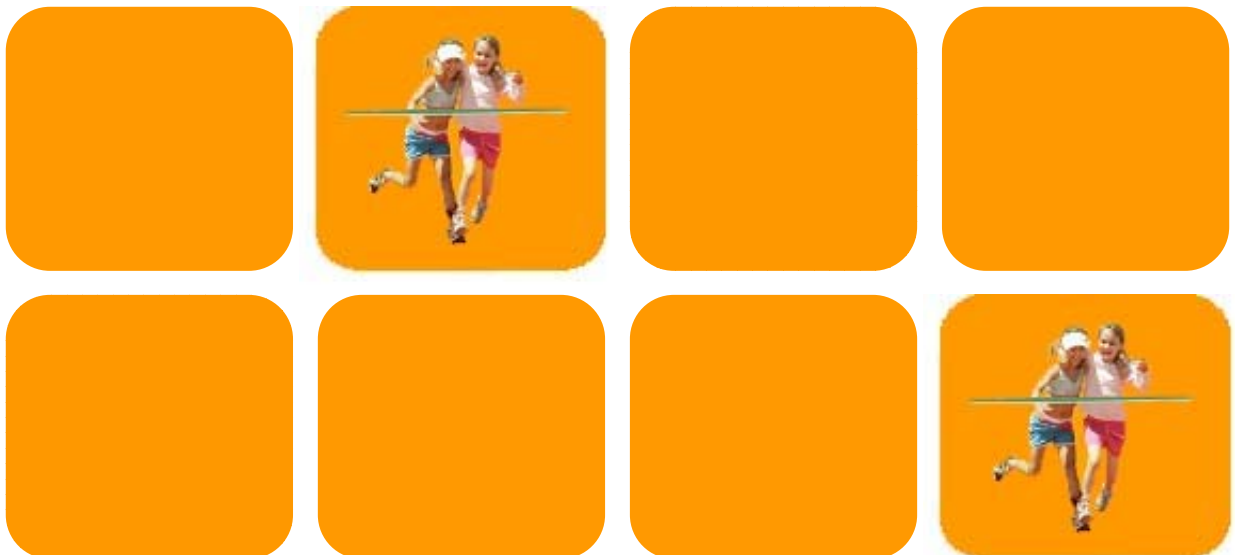


Working in Partnership

Practical advice for running effective partnerships



Prepared by

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Partnerships at DPCD



DPCD supports many partnerships that bring government, business and communities together to respond to the complex challenges facing Victorian communities.

These challenges may be related to disadvantage – such as transport issues in isolated communities or the social and economic well-being of Indigenous communities – or may be planning challenges related to growth and demographic change – such as the rapid growth of Melbourne’s outer suburbs.

Partnerships focus on issues that cannot be addressed by one organisation alone. They pool resources, expertise and local knowledge to find responsive and flexible solutions for Victorian communities.

Some examples of the Department's partnerships include:

[Shepparton Aboriginal Partnership](#)

Working to improve the social and economic well-being of the Aboriginal community in Shepparton.

[Dandenong Development Board](#)

Working to develop Dandenong into a centre for community, culture, employment and economy in Melbourne’s south east.

[Regional Sports Assemblies](#)

Working to increase the capacity of rural and regional sports.

[Community Building Initiative](#)

Working to revitalise small rural towns.

[Community Renewal](#)

Working to revitalise urban areas in Melbourne’s outer suburbs.

[Transport Connections](#)

Working to address transport disadvantage in Victorian communities.

Partnerships are one of the tools the Department uses to support its broader approaches to disadvantage and planning as outlined in the Victorian Governments vision statement [Growing Victoria Together](#), its social policy framework [A Fairer Victoria](#) and its planning strategy [Melbourne 2030](#).

This guide has been developed to provide tools and resources for partnerships in community development. It contributes to the existing body of knowledge on partnerships though is by no means exhaustive.

How to use ...

DPCD’s research across ten of it’s major partnership initiatives found five key factors for effective partnerships:

- a good broker/facilitator to build relationships
- the right decision-makers at the table with a commitment to contribute
- a clear vision and objectives
- good processes
- ongoing motivation through evaluation and champions

Source: Pope and Lewis, 2008, “Improving Partnership Governance: Using a Network Approach to Evaluate Partnerships in Victoria”, The Australian Journal of Public Administration, vol. 67, no. 4, pp. 443–456. This article is available online at [Blackwell Synergy](#).

These key factors form the basis of this site.

Under each of these headings you will find a brief overview of DPCD's findings and a selection of tools and resources to help you strengthen these elements in your own partnerships.

While you may choose to work through the site from start to finish – People through to Performance – you may also find it useful to focus on particular elements that you feel you need development within your partnership.

Tools and resources (including detailed links) are included in the Appendix.



People

A good broker or facilitator to build relationships

Tools include: Brokering overview
Broker/facilitator job description
Broker/facilitator objectives and deliverables
Brokering advice

Partners

The right decision makers at the table with a commitment to contribute

Tools include: Stakeholder and community engagement
Governance structures
Roles and responsibilities
Conflict of interest guidelines
New members kit
Working through issues

Purpose

A clear vision and objectives

Tools include: Developing objectives
Setting priorities
Communicating your objectives - communications strategy

Process

Good processes

Tools include: Action-based resources
Agenda setting and consensus building
Help sheets for boards and committees
Information sharing
Project management
Communication protocols
Progress reports
Documenting your achievements
Additional partnership documentation
Partnership agreement
Memorandum of Understanding
Terms of Reference

Performance

Ongoing motivation through evaluation and champions

Tools include: Evaluation step-by-step guide
Partnership self assessments
Partnership evaluation approach
Ending the partnership

People: a good broker / facilitator to build relationships



Effective partnerships have a good broker or facilitator.

In most DPCD partnerships this is a dedicated position, often jointly funded by the partners. The costs of the broker may be offset by the efficiencies they achieve in terms of better planning processes and savings from shared use and management of facilities, as reported by the [Caroline Springs Partnership](#).

A broker or facilitator builds relationships, keeps a “bird’s eye” view over the work, ensures tasks get done on time and helps navigate government bureaucracy when needed.

A broker can also help to build the capacity of the community to enable it to play an active role in the partnership.

A good broker needs:

- communication and networking skills
- the knowledge and ability to negotiate with partners and government agencies
- experience in project management
- local knowledge and community connections
- interpersonal skills and enthusiasm
- to be seen as an independent facilitator within the partnership

Source: Pope and Lewis, 2008, “Improving Partnership Governance: Using a Network Approach to Evaluate Partnerships in Victoria”, *The Australian Journal of Public Administration*, vol. 67, no. 4, pp. 443–456. This article is available online at [Blackwell Synergy](#).



Tools and Resources

Brokering overview

Brokering – What is it and why does it exist? provides an overview of the roles of the broker, how these roles support the partnership and the overall outcomes that the broker is working towards.

Broker/facilitator job description

This *job description* from Transport Connections outlines accountabilities, attributes and personal qualities for a broker/facilitator.

Broker/facilitator objective and deliverables

The *School and Community Partnerships Overview and Objectives* defines the role of the broker, including the objectives, deliverables, accountabilities and key selection criteria.

Brokering advice

The *Potential of Partnerships* report released in December 2004 by New Zealand's Waitakere Partnership Research Team provides advice for brokers based on their experiences.

The Brokering Guidebook developed by the International Business Leaders Forum also provides a range of tools and advice for brokers and partnerships.

Partners: the right decision-makers at the table with a commitment to contribute



Effective partnerships have the right decision-makers at the table with a commitment to contribute time and resources.

Partnerships are most effective when they offer a range of ways for people to be included. A clear governance structure establishes how people can be involved and how decisions will be made.

The partnership steering committee can be limited to those organisations that have ‘levers’ for the issue, while other organisations can be involved through working groups or communication channels.

Partners need to be clear about their roles and responsibilities. This helps them know what they need to do for the partnership and how partnership responsibilities fit with those of their organisations.

Once established, roles and responsibilities should be documented in a Partnership Agreement, Memorandum of Understanding (MOU) or Terms of Reference (TOR) document – see *Process* for more details.

The people involved in the partnership need to have:

- the authority to make decisions on behalf of their organisation;
- the ability to contribute resources;
- a commitment to undertaking partnership work; and
- a commitment to sharing information about the partnership with others.



Tools and Resources

Stakeholder and community engagement

Developed by the Department of Education and Early Childhood Development, *Shared Facility Partnerships* provides advice on stakeholder and community engagement. In addition, you can also access the Department of Sustainability and Environment’s *Effective Engagement Kit*.

Governance structure

Shared Facility Partnerships developed by the Department of Education and Early Childhood Development also provides advice on governance.

Some examples of the governance structures of DPCD partnerships are included below:

- The Dandenong Development Board
- Laverton Community Renewal
- The Shepparton Aboriginal Partnership

Roles and responsibilities

Developed by the Improvement Service, *Working Effectively Across Boundaries: Skills, roles and responsibilities in a partnership* considers some of the key roles and responsibilities needed in partnership working.

Conflict of Interest guidelines

Conflict of Interest Guidelines developed for the Transport Connections partnerships are particularly useful when commercial interests are involved.

The *Conflict of Interest Policy Framework* developed for the Victorian Public Sector may also provide a model for your organisation.

New members kit

It may be a good idea to prepare a new members kit for your partnership. Consider including policy documents, partnership strategy and planning documents, local community data and contact lists.

Working through issues

Bringing people together for the partnership may involve working through difficult issues. The VicHealth's *Partnership Resource for Community Arts* provides advice on anticipating problems and managing your partnership.



Purpose: clear vision & objectives



Effective partnerships have a clear vision and objectives.

Clear objectives ensure that partners understand the purpose of the partnership and why they are working together. They help to keep the partnership focused and allow it to prioritise its work.

A clear vision and objectives also ensures partners can talk to others about the work of the partnership.

Once you have agreed your vision and objectives, these can be formalised in a Partnership Agreement, Memorandum of Understanding (MOU) or Terms of Reference (TOR) document – see *Process* for more details.



Tools and Resources

Developing objectives

The *Department of Premier and Cabinet* provides advice on setting your objectives. While this advice is designed for developing a communication strategy the approach is relevant to many other areas.

Setting priorities

A *Priorities Template* has been developed by the Southern Metropolitan Regional Management Forum to assist in setting their priorities.

Communicating your objectives

A *Communication Strategy template* has been developed by DPCD to assist in communicating your objectives and the work of your partnership both internally, within the partnership, and externally to the community and other stakeholders.

Process: good processes



Effective partnerships have good processes.

They have agreed processes for running meetings and they have written operating procedures.

Processes for running meetings help to avoid the frustration of long meetings and difficult decision-making.

Operating procedures provide clear, written policies and procedures that set the ground rules for the partnership. These will generally be established by the lead agency and may include:

- Equal Opportunity Policy
- Complaints Policy
- Communications Policy
- Access and Equity Policy
- Conflict of Interest Policy
- Financial Policies

Procedures should be considered for:

- Planning for the Partnership
- Recording Achievements
- Reporting

Once agreed, your partnerships processes should be formalised in a Partnership Agreement, Memorandum of Understanding (MOU) or Terms of Reference (TOR) document.

Your partnership can refer back to the Partnership Agreement, MOU or TOR as necessary. They help to keep the partnership on track and provide a useful induction tool for new members.



Tools and Resources

Action-based resources

DPCD has developed a number of action-based resources for meetings including templates for *action sheets*, *agendas*, *minutes*. Used together these resources can help to create efficient, focussed meetings.

Agenda setting and consensus building

Developed by the Improvement Service, *Working Effectively Across Boundaries: Agenda setting and consensus building* offers advice on developing agendas, running effective meetings and building consensus within the partnership.

Help sheets for boards and committees

Our Community has also developed a series of *Resource Centre Help Sheets* for Boards and Committees. These provide guidance on a range of issues related to running a committee including meeting processes, troubleshooting and strategic planning.

Information sharing

Alternative means of sharing information may also be useful for your partnership, particularly when you are bringing together a large number of people. The Victorian Government's *my connected community (mc²)* offers a range of tools that allow you to establish a virtual meeting place - including the capacity to share files amongst members, run discussion forums, establish mailing lists and advertise events.

Project management

A project management framework is provided by the Department of Education and Early Childhood Development's *Shared Facility Partnerships* publication, while the Tasmanian government has developed a range of *project management resources* that can assist in planning your partnership's tasks and activities.

Communication protocols

Communication Protocols have been developed by the School and Community Partnership and outline how the partnership should represent itself to the public.

Progress reports

A *Progress Report Template* was also developed by the School and Community Partnership.

Documenting your achievements

As well as documenting your progress, the Department suggests that you set up a system for regularly documenting your achievements. See DPCD's *Evaluation Step-by-Step Guide* for more details.

Additional partnership documentation

Further examples of partnership documents are contained in *Shared Facility Partnerships* developed by the Department of Education and Early Childhood Development.

Partnership agreements

Some examples of DPCD's partnership agreements are provided below:

Partnership Agreement

- *Shepparton Aboriginal Partnership*

Memorandum of Understanding

- *Hume Region Sustainable Communities Strategy*

Terms of Reference

- *Transport Connections in Wimmera*
- *Shepparton Aboriginal Partnership Working Groups*



Performance: ongoing motivation through evaluation and champions



Effective partnerships have the capacity to maintain the motivation of the people involved.

Evaluation can motivate the partnership by reminding partners of their achievements and progress towards their objectives and should be planned early in the life of your partnership.

Champions, such as politicians or local identities, who are vocal in their support of the partnership's activities can also motivate partners and increase the community's confidence in the partnership's work.



Tools and Resources

Evaluation

The *Evaluation Step-by-Step Guide* provides guidance in developing an evaluation plan.

Partnership self assessment

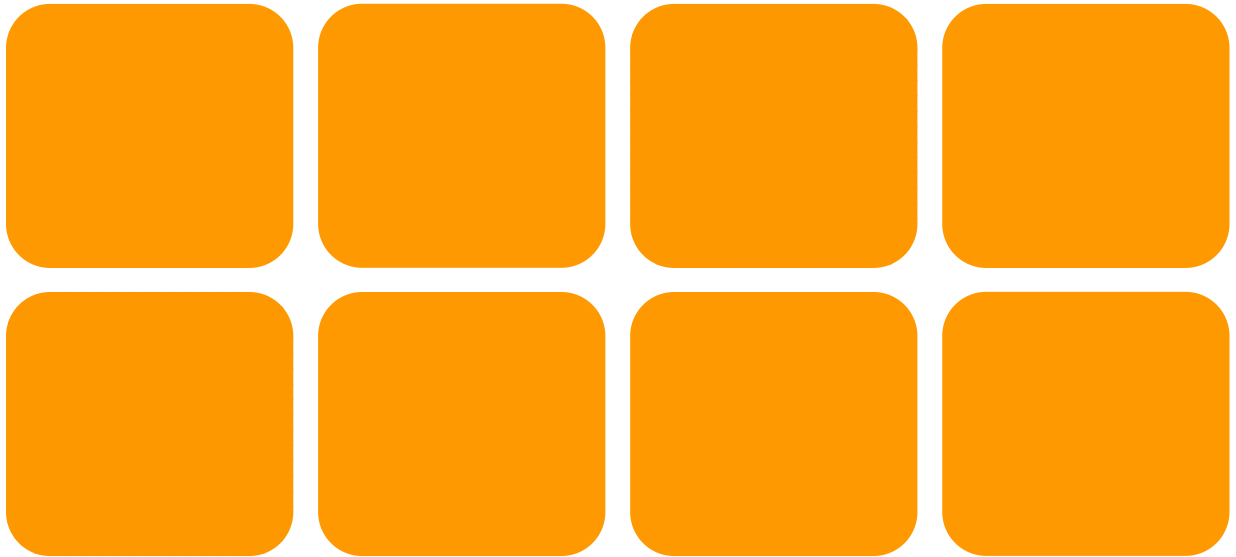
VicHealth, the UK *Office of the Deputy Prime Minister* and the *Audit Commission* have developed self-assessment tools for partnerships. These tools can help you to check the health of your partnership.

Partnership evaluation

A Guide to Evaluating Your Partnership Using a Network Mapping Approach outlines the method for conducting an evaluation of a partnership. It includes advice for setting up the evaluation, preparing and running interviews and analysing and reporting the results. *Templates* are also included to assist you in conducting your evaluation.

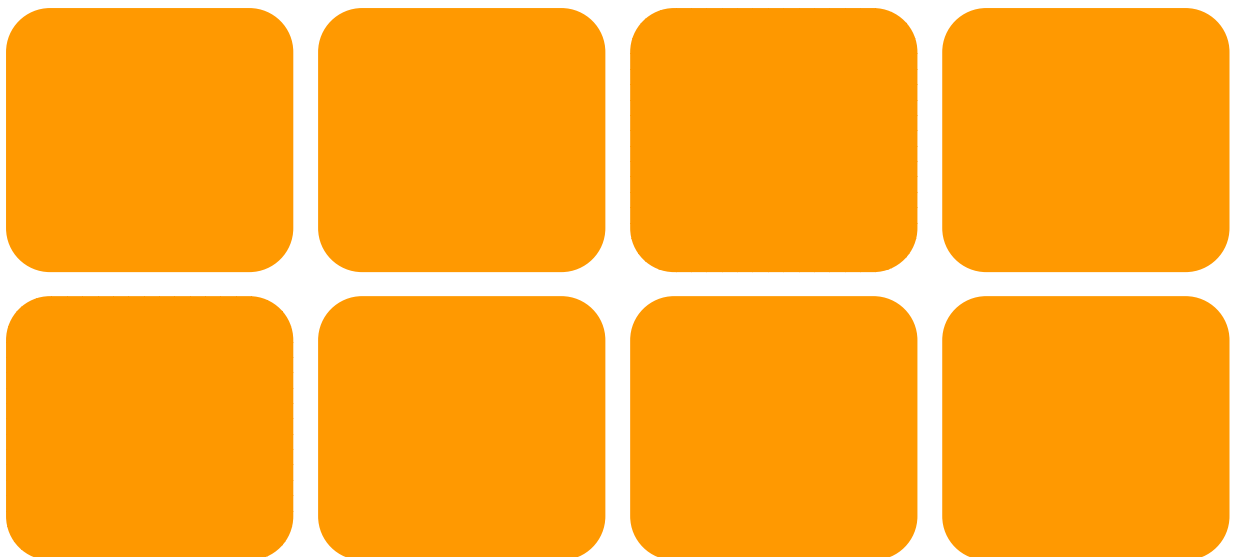
Ending the partnership

At some point your partnership will realise that either their goals have been achieved or that alternative processes have been established to work towards achieving the goals. The *VicHealth's Partnership Resource for Community Arts* provides advice on ending your partnership.



Working in Partnership

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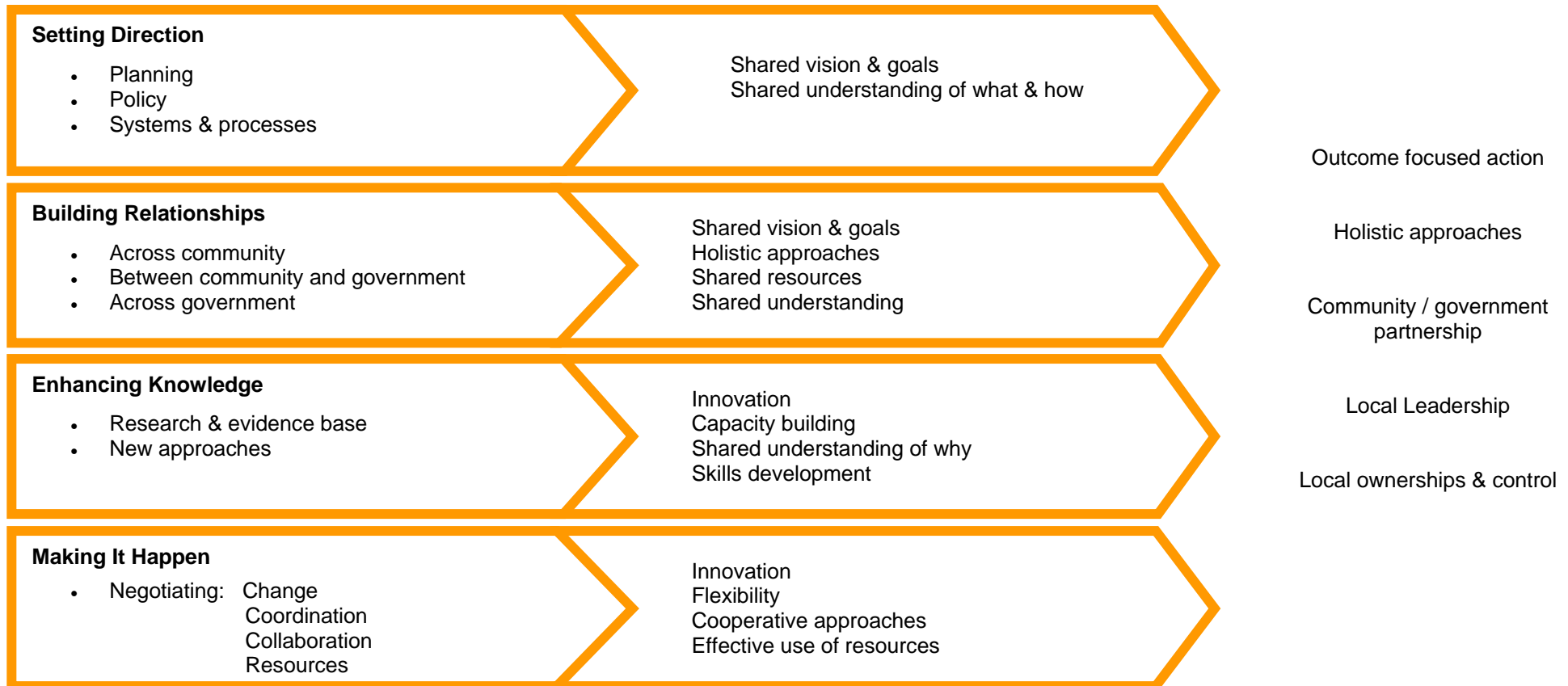
Brokering overview

Brokering: What is it and why does it exist?

The broker's roles...

Support...

Leading to...



Broker / facilitator job description



TransportConnections

Transport Connections Coordinator – Key attributes and capabilities

The Transport Connections Coordinator is employed by the auspice agency to implement and strategically manage the Transport Connections initiative. The Transport Connections Coordinator will work collaboratively with local and state government, businesses, transport providers, community members, local organisations and other Transport Connections projects to build support for the initiative, negotiate joint investment in projects and develop and oversee projects to meet Transport Connections objectives.

Listed below are key accountabilities and capabilities for the Transport Connections Coordinator.

ACCOUNTABILITIES

- ✓ Maintaining both a strategic and operational view of the **Transport Connections** initiative
- ✓ Negotiating resources and investment from key stakeholders in response to local priorities
- ✓ Facilitating and supporting actions being delivered as agreed in the Action Plan

ATTRIBUTES

Knowledge and Skills

- ✓ **Influence and Negotiation** – Gains agreement to proposals and ideas. Builds behind-the-scenes support for ideas to ensure buy-in and ownership.
- ✓ **Brokering partnerships** - Fostering collaboration between key stakeholders who have an interest in supporting and driving change.
- ✓ **Planning and Organising** – Identifies processes, tasks and resources required to achieve a goal. Develops and implements systems and procedures to guide work and track progress. Recognises barriers and finds effective ways to deal with them.
- ✓ **Project Management** – Produces detailed plans where objectives are clearly defined and steps for achieving them are clearly specified. Monitors performance against objectives and manages risks and issues. Ensures objectives are met.
- ✓ **Stakeholder Management** – Identifies issues in common for one or more stakeholders and identifies and responds to stakeholder's underlying needs. Uses understanding of the stakeholder's organisational context to ensure outcomes are achieved. Finds innovative solutions to resolve stakeholder issues.
- ✓ **Change Management** - Actively promotes and drives change using broad influencing skills to overcome barriers and gain support. Draws upon a range of sources for ideas and solutions.
- ✓ **Interpersonal Skills** – Sees things from another's point of view and confirms understanding. Expresses own views in a constructive and diplomatic way. Reflects on how own emotions impact on others.
- ✓ **Written and Verbal Communication** – Confidently conveys ideas and information in a clear way. Handles difficult and sensitive communications well. Prepares written reports and other material using clear concise and grammatically correct language.

Personal Qualities

- ✓ **Relationship Building** – Establishes and maintains relationships with people at all levels. Promotes harmony and consensus through diplomatic handling of disagreements. Forges useful partnerships across business areas, functions and organisations. Builds trust through consistent actions, values and communication.
- ✓ **Drive and Commitment** – Enthusiastic and committed. Demonstrates capacity for sustained effort and hard work. Sets high standards of performance for self and others. Enjoys a vigorous and dynamic work environment.
- ✓ **Initiative and Accountability** – Proactive and self starting. Seizes opportunities and acts upon them. Takes responsibility for own actions.
- ✓ **Conceptual and Analytical Ability** – Deals with concepts and complexity comfortably. Uses analytical and conceptual skills to reason through problems. Has creative ideas and can project how these can link to innovations.
- ✓ **Creativity and Innovation** – Generates new ideas. Draws on a range of information sources to identify new ways of doing things. Actively influences events and promotes ideas. Translates creative ideas into improvements. Reflects on experience and is open to new ways to improve outcomes.

Broker / facilitator objectives and deliverables



School and Community Partnerships

Demonstration Project

Overview and Objectives

Version 1.2

19 December 2007

Purpose

The purpose of this paper is to provide an overview of the history behind the development of the position of Director, School and Community Partnerships, the key partners involved, and to agree and sign off on the position's specific deliverables.

Reporting

The position reports to, and receives strategic direction from a governance board consisting of:
 Executive Director, Community Engagement, DPCD;
 General Manager, Resources & Infrastructure Division, DEECD;
 Chief Executive Officer, Shire of Melton,
 Chief Executive Officer, City of Whittlesea,
 General Manager (Victoria) Lend Lease Communities.

The Proposal

The Department of Planning and Community Development (DPCD) in partnership with the Department of Education and Early Childhood Development (DEECD), Delfin Lend Lease (Delfin) and the Municipalities of Whittlesea and Melton create a strategic partnership to better plan and integrate education and community infrastructure and services in two locations in these growth corridors.

The appointment of a high-level broker and facilitator, working across multiple growth areas in partnership with State Government, Local Government and the developer will facilitate this process. The project will demonstrate best practice models for the future.

The Context

Governments invest significantly in schools and community facilities within communities using a number of mechanisms. In the case of schools, the process of establishing the need and feasibility of investments is planned from the context of the school community and these are not necessarily planned and designed within a broader context of community needs such as social, learning or recreational.

The Department of Education's 'Schools As Community Facilities' policy framework provides support and guidance to schools in entering shared facility arrangements. However there are a range of common issues with shared facility projects that seem to require further policy input and guidance.

A Secretaries' Group has been convened to progress school and community infrastructure partnerships with a focus on greenfield and regeneration (ie. brownfield sites involving more than one school) projects. While regeneration projects can tap into existing community networks and processes more effort is required to develop partnerships in greenfield sites where community networks may not exist. These are also the sites that offer the greatest potential for innovative models because of the opportunity to connect with broader precinct planning.

There is an opportunity to leverage from the effective work at Caroline Springs to develop the relationships between Government, Local Government and the developer in the delivery of education and community facilities and 'bridge the gap' between policy and works on the ground in growth areas.

Recent state budget announcements of schools for delivery in 2009 included Doreen North (Laurimar) Primary School and Caroline Springs North P-9.

The Local Government authority in each of these areas is currently planning for the delivery of community services and infrastructure within the school precincts and have expressed a willingness to plan collaboratively with Government, the developer and service providers in the delivery of these.

The Position

A broker and facilitator will be appointed to drive the agenda of the partnership. This position would assist in the establishment and maintenance of the governance and planning processes for brokering joined-up community facilities and services in Caroline Springs (Melton) and Laurimar (Whittlesea) relating to education, health and neighbourhood provision for ensuring long term community strengthening.

Each partner plays a pivotal role in designing, shaping and influencing the future of townships and suburbs like these growth areas. The outcomes generated from this partnership will provide a practical example of how key stakeholders can work together to integrate service delivery in line with Education Strategies, Health and Community wellbeing and Council Plans.

Alignment with Partners

Department for Planning and Community Development

The Department of Planning and Community Development (DPCD) has been established to closely link planning with community development to build active, confident and inclusive communities. The Victorian Government is committed to delivering improvements in urban planning and development, particularly in the outer suburbs and regional areas where we are expecting strong growth.

DPCD will put the needs of these growing communities front and centre. This will ensure we are building strong communities that are well planned, well designed and help Victoria continue to be one of the most liveable States in the world.

Department of Education and Early Childhood Development

The Department of Education and Early Childhood Development (DEECD) provides the Victorian Government with policy and planning advice for the delivery of education.

The objectives of the Department are to increase participation, engagement and achievement in education and training, expand options and pathways for learners, strengthen the quality of service delivery and our responsiveness to the community and industry, strengthen a culture of working together and maintain sound financial management.

The Schools and Communities Division is responsible for policy development in relation to school-community partnerships across infrastructure sharing; integrating service delivery; engaging parents and communities in the delivery of education; and school and student contributions to the community. The Division also leads policy development relating to the intersection of education and early childhood activities.

The Victorian Government is committed to providing students with the very best learning environments, through high-quality infrastructure and state-of-the-art facilities. Partnerships between government

schools and their communities to share facilities provides added benefits for students, as well as for members of the broader community.

Shire of Melton

The Shire of Melton is a rapidly expanding municipality providing an urban-rural lifestyle, just 35 minutes travelling time to the west of Melbourne. Melton Shire Council delivers a wide range of municipal services to over 70,000 residents and actively promotes business investment opportunities in the Shire.

“A vibrant, growing and healthy community offering lifestyle choices”

City of Whittlesea

The City of Whittlesea is located on the metropolitan fringe approximately 20 kilometres to the north of the Melbourne CBD. Covering an area of approximately 487 square kilometres, the City is geographically one of the largest municipalities in metropolitan Melbourne.

“Our City will respect the natural environment while continuing to provide high quality, accessible and responsive services and encouraging a sustainable local economy.”

Delfin Lend Lease

Delfin Lend Leases’ Communities business has a strong reputation for high quality, urban community development. These projects are generally large scale and long term, beginning with core skills in masterplanning. Delfin Lend Lease remains the nation's leading developer of large scale, residential led communities.

The following points were identified as strategic benefits for all partners in entering a joint partnership:

- Providing opportunities to demonstrate innovative approaches to integrating land use planning and community infrastructure in urban growth areas by linking Government plans with Councils; establishing one approach to planning community infrastructure; allocating resources to augment local strategic planning.
- Testing new governance models with diverse public and private institutions at the local level.
- Demonstrating how the Government’s policy focus on shared-use school facilities can best be facilitated at a local level.
- Supporting the objective of more linked-up and integrated Victorian Government departments and services, to deliver better outcomes at the local level.
- Taking advantage of opportunities for the two local governments to work collaboratively together throughout this project on any identified priorities.

Objectives and Deliverables

1. Better quality, timely, sequenced and integrated school and community infrastructure.

This objective is to show the capacity of State Government departments, Council, private industry and community agencies to better integrate land use planning and community infrastructure provision early rather than later in growing communities.

Timeliness of the planning, decision-making and ultimate delivery is seen of very high importance by all partners.

The following community infrastructure priorities have been identified by the project partners as key deliverables:

- Laurimar – State Primary School (P-6), Pre-School, Sport & Recreation facilities, Community Activity Centre, Childcare, Maternal & Child Health;

- Caroline Springs (Northlake Centre) – State Primary School (P-9), Independent Primary School, Catholic Primary School, Community Centre, Pre-School, Maternal & Child Health, Occasional Childcare, Sport & Recreation facilities;
- Finalise the planning and business case for the proposed Community Health Hub in Town Centre, Caroline Springs in partnership with DEECD, DHS and Service Providers.

2. Demonstrate the benefits of doing government differently.

This objective would not only enable opportunities to plan and deliver government services differently at the level of place, but also enable us to test what the public values in relation to quality and accessible services or facilities. Deliverables include:

- Working with DPCD, DEECD and other key government departments to optimise the opportunities under current and future funding arrangements (e.g. grant programs)
- Developing new funding sources based on a whole of community approach
- Demonstrating that the Community Strengthening approach is good for the community and good for government.
- Extending relationships to other key State Government departments such as DHS, DSE & DOI to ensure that communities are truly connected.
- Document and evaluate governance models used within the project.

3. Strengthen the ability of local government to deliver community infrastructure through collaboration

This objective aims to increase the capability of local government to plan and deliver community infrastructure. Deliverables include:

- Forging relationships with all stakeholders including DPCD, DEECD, Melton Shire Council, City of Whittlesea and Delfin;
- Increased focus on the localities by holding of meetings, briefings and presentations at the sites for all levels of government including key decision-makers at all levels.

4. Demonstrate the contribution of innovative shared-use facilities to sustainable, strong communities

This objective is in relation to the growth areas through measuring progress towards outcomes using appropriate indicators. Deliverables include:

- Measuring community strength by volunteer numbers, resource availability and sustainability in both formal and informal community groups.
- Documenting appropriate case studies
- Exploring opportunities to collaborate and share experiences between Melton & Whittlesea local governments
- Evaluating the partnership

Attachment 1**Board of Governance Terms of Reference****1. Role**

The role of the Board is to provide strategic direction and leadership to ensure the Demonstration project is effectively delivered.

2. Key Responsibilities

- Oversee the development and implementation of the partnership model and ensure an effective Board of Governance
- Work with the Director to monitor progress on the agreed deliverables.
- Secure resourcing to implement the Demonstration Project.
- Actively participate in meetings as scheduled (every two months or as otherwise agreed).
- Contribute to designing an evaluation of the partnership at the end of its operation.
- Oversee the work of the Director to ensure that the agreed outcomes are delivered in a timely manner.

3. Membership

The Joint Board will comprise the following members:

Executive Director, Community Engagement, Department of Planning and Community Development,
General Manager, Resources & Infrastructure Division, Department of Education and Early Childhood
Development,
Chief Executive Officer, Shire of Melton,
Chief Executive Officer, City of Whittlesea,
Regional General Manager (Victoria) Lend Lease Communities.

4. Delegates

Each of the representative bodies will nominate a delegate to attend in the case of their absence, but continuity is important where possible.

5. Meetings

Meetings will be held bi-monthly on the first Thursday and the location and chairing will alternate between the partners.

6. Reporting

The Director will report formally to the Board every two months comprising a verbal and written report providing clear indicators of achievement against the agreed deliverables.

7. Review

The period of 2 years from October 2007 to September 2009 will be subject of a separate review process when appropriate.

Attachment 2**A C C O U N T A B I L I T I E S**

1. Working intensively with the City of Whittlesea, the Shire of Melton, the Department Planning and Community Development, the Department of Education and Early Childhood Development and Delfin Lend Lease, create, support and maintain a governance structure that links up local and State Government planning and delivery of education & community infrastructure in Caroline Springs and Laurimar.
2. Identify opportunities for brokering strategic partnerships between Government departments, the private sector, local councils and the community to align efforts according to the relevant Council Plan, including the management of stakeholder relationships that are critical to the success of the partnership.
3. Coordinating school redevelopments with the Growing Communities, Thriving Children policy and the objectives of Government in relation to integrated children's services.
4. Undertake appropriate strategic and business planning by preparing various models of education & community infrastructure delivery and future resource investment in consultation with partnership stakeholders, relevant Departments and the community.
5. On a day to day basis, work closely with the relevant Project Teams (School Planning Committee, Council Staff, State Government Departments, Developer and Community) to implement strategies for negotiating the timing, sequencing and resourcing of education & community infrastructure and services.
6. Prepare and undertake high level communication and promotion (briefs, reports, presentations, media releases) of the partnership highlighting the link between governance process and intended outcomes for the communities
7. Support the work of the Secretaries' Committee on joint provisioning of education and community facilities by providing input to broader State Government policy settings and processes to facilitate joint-use, informed by the experience of the partners.
8. Maintain appropriate systems for evaluating the governance process and outcomes in accordance with the partnership objectives.

KEY SELECTION CRITERIA

1. Highly developed negotiation, liaison and people skills across public and private sectors with specific emphasis on facilitation and brokering skills in dealing with all levels of Government and local communities.
2. Thorough knowledge of current structures and relevant policy settings of Local and State Government, and proven experience in planning and delivering community infrastructure outcomes for local communities.
3. Highly developed interpersonal, facilitation, presentation, communication and consultation skills and the ability to credibly represent the Partnership in a range of settings including the State Government, local councils, private and community sector.
4. Proven record in establishing and ethically conducting governance processes, networks and professional relationships across all spheres of Government, private and community organisations, with the ability to galvanise the confidence and support from all relevant stakeholders.
5. Proven record managing complex projects with a diverse range of stakeholders to negotiate effective outcomes.
6. Highly developed written and oral skills including the ability to prepare strategic, business planning reports and presentations and the ability to provide executive advice to the Partnership Board and key stakeholders.
7. Proven capacity as a progressive and enterprising thinker; capable of utilising creativity and innovation to identify options and generate solutions to complex issues relating to the delivery of community infrastructure and services.

Brokering advice

New Zealand's Waitakere Partnerships Research Team has developed advice for brokers based on their experiences.

- Download 'The Potential of Partnership' at:
<http://www.arts.auckland.ac.nz/lpg/plainenglishguide.cfm> See 'The people that glue: the rise of strategic brokers' pg 69-77.

The Brokering Guidebook developed by the International Business Leaders Forum also provides a range of tools and advice for brokers and partnerships.

- Download 'The Brokering Guidebook' at:
<http://www.iblf.org/resources/general.jsp?id=123669>

Stakeholder and community engagement

Developed by the Department of Education and Early Childhood Development, Shared Facility Partnerships provides advice on stakeholder and community engagement. In addition, you can also access the Department of Sustainability and Environment's Effective Engagement Kit.

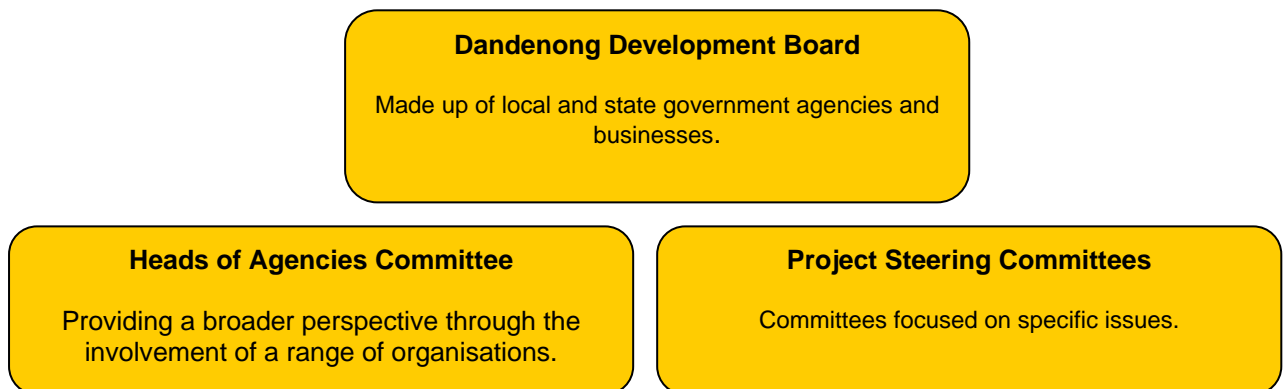
- Download 'Shared Facility Partnerships' at:
<http://www.education.vic.gov.au/management/infrastructure/facilitypartner.htm>
 See pg 19-20.
- Download the 'Effective Engagement Kit' at:
<http://www.dse.vic.gov.au/dse/wcmn203.nsf/Home+Page/8A461F99E54B17EBCA2570340016F3A9?open>.

Governance structure

Shared Facility Partnerships developed by the Department of Education and Early Childhood Development also provides advice on governance.

- Download 'Shared Facility Partnerships' at:
<http://www.education.vic.gov.au/management/infrastructure/facilitypartner.htm>
 See pg 7-9.

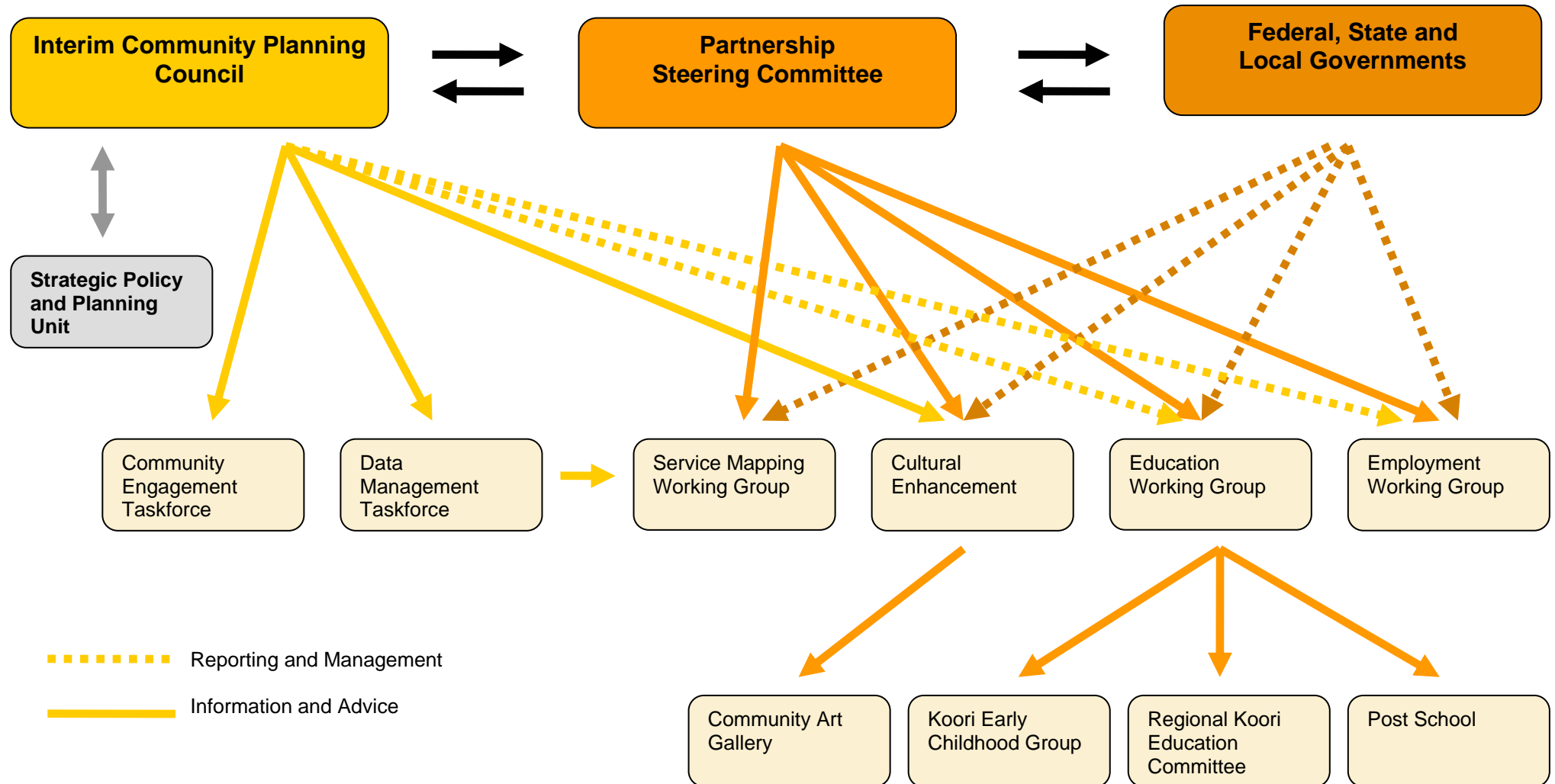
Dandenong Development Board Governance Structure



Laverton Community Renewal Governance Structure



DRAFT Shepparton Aboriginal Partnership Governance Arrangements 2008



The **interim CPC** meets monthly with lead responsibility for Governance, Community Engagement and Data Management. The Chairs of the Community Engagement and Data Management Taskforces report regularly. If the Chair is unable to attend an interim CPC meeting the Deputy Chair or another Working Group member attends the interim CPC meeting to report. The Cultural Enhancement Working Group is in abeyance while the community visioning process takes place.

Partnership Steering Committee meets every two months and ideally 2-4 weeks after interim CPC meetings with lead responsibility for Evaluation, Education, Employment and Cultural Enhancement. It will also work in partnership with the interim CPC to develop strategies for strengthening community/government governance relations and will schedule additional meetings as necessary to achieve this key priority.

The **Community Engagement** and **Data Management Taskforces** and **Employment** and **Education Working Groups** meet as often as needs be (suggestion monthly) as determined by committee members, with the power to create task groups to pursue specific priorities or projects as necessary. Note that the Chairs of these Working Groups have a responsibility to report back to interim CPC and Partnership Steering Committee meetings on a regular basis.

The **Service Mapping** and **Evaluation Framework** priority Working Groups will meet regularly (suggested monthly) as determined by Working Group members.

Operation of Working Groups

All Working Groups will have a Terms of Reference endorsed by the interim CPC/Partnership Steering Committee. They will have a Chair/Convenor and a Deputy Chair/Convenor to be determined by the interim CPC/Partnership Steering Committee or by the Working Group. All Chairs/Convenors will undertake to attend interim CPC and Partnership Steering Committee meetings as part of a formal accountability process of the Working Groups to the interim CPC and Partnership Steering Committee. If the Chair/Convenor is unavailable for an interim CPC/Partnership Steering Committee meeting then the Deputy Chair/Convenor will take on this role (or another member if both Chair and Deputy Chair are unavailable).

If a Working Group wishes to amend its Terms of Reference this will be subject to interim CPC/Partnership Steering Committee approval.

It is envisaged that Working Groups' Terms of References will be wide ranging and empower Working Groups to 'get on with business' subject to appropriate reporting arrangements to the interim CPC and Partnership Steering Committee.

It is envisaged that different partners will take lead responsibility for supporting the Working Groups. For example:

- Strategic Planning and Policy Unit will support the interim CPC and its taskforces.
- Department of Planning and Community Development will continue to provide Secretariat support to the Education Working Groups (with exception of the RKEC which is supported by Department of Education and Early Childhood Development).
- Department of Education Employment and Workplace Relations support the Employment Working Group.
- Department of Planning and Community Development support the Service Mapping Working Group
- City of Greater Shepparton support the Cultural Enhancement Working Group.

SPPU, April 2008

Roles and responsibilities

Developed by the Improvement Service, 'Working Effectively Across Boundaries: Skills, roles and responsibilities in a partnership' considers some of the key roles and responsibilities needed in partnership working.

- Download 'Skills, roles and responsibilities in a partnership' at:
http://www.improvementservice.org.uk/component/option,com_docman/Itemid,43/task,catview/gid,122/

Conflict of interest guidelines



TransportConnections

Introduction

Transport Connections is about communities in rural, regional and outer metropolitan areas working together to improve local transport.

Through local partnerships and the use of existing assets and services such as taxis, school buses, community buses and volunteers, communities are able to develop innovative approaches that can make participation in community life easier for people with limited access to transport.

Transport Connections Objectives

1. Improved existing Transport options
2. Innovative solutions to transport disadvantage
3. Strong partnerships to deliver services
4. Ongoing community participation in decision-making

While the first two objectives clearly indicate practical transport improvement objectives, strong partnerships and ongoing community participation in decision making are equally important to delivering sustainable outcomes.

Partnerships and Participation in Decision Making

Program Governance

Transport Connections operates in a very complex policy and regulatory environment. The program is therefore overseen at a State level by a senior cross government steering committee representing the four partner departments; Department of Planning and Community Development, Department of Infrastructure, Department of Human Services and Department of Education and Early Childhood Development.

Project Governance

Cooperation and transparent processes were hallmarks of the successful Transport Connections Pilot Projects. Strong local partnerships were identified as a major contributing factor to the sustainability of local initiatives and the capacity of local communities to work together making optimum use of transport resources.

Under the expanded program Transport Connections projects were therefore funded on the basis that their applications demonstrated involvement of local service providers and networks, local and state governments in developing the project proposal.

Once funded, projects are also required to demonstrate ongoing commitment of project partners and their active participation throughout the life of the project.

Funding Agreements are between the Department of Planning and Community Development and individual auspice agencies, therefore Transport Connections Partnership Agreements are not legally binding. They are, however, an important expression of each signatory's commitment to the delivery of Transport Connections projects.

Partnerships may also change over the life of the project, in response to changing project priorities and needs. Projects are encouraged to revisit the partnership agreement regularly and update it where necessary.

The participation and cooperation of local Community and Private Transport providers was also identified as a positive feature of successful Transport Connections pilot initiatives.

As Transport Connections projects are making decisions and recommendations about expenditure of public money it is important that decision making processes therefore have a sound 'defensible' basis.

Membership

All partners will have some form of personal interest in the delivery of Transport Connections outcomes be it from a broad and altruistic perspective or a very narrow focus motivated by a particular need or interest group.

It is therefore important to clearly articulate to member organisations and to the wider community-

- the Transport Connections program objectives,
- the Project's local priority issues and initiatives, and
- the processes used to establish them

Demonstrated open processes and clear Conflict of Interest Guidelines are essential to avoid both perceived and actual undue bias, favouritism or exclusion.

Transport Connections Meetings

While inviting all local private operators to participate in the partnership could be unwieldy and unmanageable, inviting a select one or two as formal partners may cause disquiet from other operators.

It may be appropriate to consider other ways for private operators to participate, such as in an advisory capacity, or as members of sub-committees or working parties formed around particular issues.

It is strongly recommended that projects consider advertising Transport Connections meetings as 'open meetings' with observers and interested parties welcome to attend, in the way that Local Government meetings are conducted. Minutes should also be readily accessible.

The following may also be adapted and inserted in project partnership agreements:

Conflict of Interest Procedures

(Adapted from [Model Code of Conduct for Victorian Councils July 2004](#))

1. [Project name] is committed to making all decisions impartially and in the best interests of the whole community.
2. If a member of the partnership considers that they have, or might reasonably be perceived to have, an **interest** in a matter project initiative of proposal, they will clearly state the nature of their interest at the meeting and immediately before the matter is considered. This will be done on every occasion that the matter is considered by the project partnership.
3. If a member has an Interest in a matter to be considered by the project partnership that is a **pecuniary interest**, they will also declare that they have a Conflict of Interest.

4. If a member has an Interest in a matter to be considered by the project partnership that is not pecuniary, and the member considers that their personal interest **may be, or may reasonably be perceived to be, in conflict** with their participation in the partnership and in the interest of the whole community, the member will declare a Conflict of Interest.
5. If a member has a **Conflict of Interest** in a matter they will ensure they do not move or second the motion and that they leave the room in which the meeting is being held and remain out of sight and earshot during any vote on the matter and not vote on the matter.
6. The meeting convenor/chair has the right to ask private operators to absent themselves when decisions about project funding priorities are being considered.

Involvement of Government Departments Personnel

All projects are encouraged to invite local Departmental personnel to participate in their project meetings, not necessarily as formal members of the partnership.

It is appropriate that such attendance be 'ex officio' – without voting rights.

Procurement

In all cases of transport service delivery the applicable Department of Infrastructure regional officer should be contacted to ensure contract, franchise and legislative requirements are being adhered to.

Following this process will also alleviate any possible conflicts of interest related to delivery and operation of transport services.

In all cases the appropriate procurement processes need to be adhered to.

Conflict of interest guidelines

The Conflict of Interest Policy Framework developed for the Victorian Public Sector may also provide a model for your organisation.

- Download the 'Conflict of Interest Policy Framework' at:
<http://www.ssa.vic.gov.au/CA2571410025903D/0/25C4BDECE7A63268CA257497000156ED?OpenDocument>

Working through issues

Bringing people together for the partnership may involve working through difficult issues. VicHealth's Partnership Resource for Community Arts provides advice on anticipating problems and managing your partnership.

- Download the 'Partnership Resource for Community Arts' at:
<http://www.vichealth.vic.gov.au/en/Resource-Centre/Publications-and-Resources/Mental-health-and-wellbeing/Social-connection/Partnership-Resource-for-Community-Arts.aspx>
See pg 14-17.

Developing objectives

The Department of Premier and Cabinet provides advice on setting your objectives. While this advice is designed for developing a communication strategy the approach is relevant to many other areas

- Download at:
<http://www.dpc.vic.gov.au/CA256D8000265E1A/page/Listing-None-How+to+set+objectives+and+evaluate!OpenDocument&1=~&2=~&3=~>

Setting priorities

The Work Planning Process

Two workshops were held to support the RMF to develop a new work plan.

As part of the first planning workshop, the RMF affirmed their commitment to continue to operate in a spirit of good faith. They identified eight potential priority areas to focus on in the future and decided to examine some of the potential opportunities within each before reaching an agreement on how to proceed.

To aid this process, RMF members were provided with an Information Paper summarising each of the eight themes and regional significance.

During the second workshop the RMF members nominated three priority areas to explore in more detail.

Strategic and New Issues Template

The RMF members are committed to maintaining responding to new and emerging issues and complexities as they arise. With this in mind they have endorsed a process to enable strategic assessment of incoming issues and/or ideas for future RMF attention.

01. (ISSUE)	
Relates to: Where does it relate to aspirations of the community through the CCP?	Description - Strategic thinking about what can be done to solve issue and/or maximize opportunities: Blue Sky Thinking: Represents free thinking about solutions as well as where they may fit. What else can be done? May include - <ul style="list-style-type: none"> - Definition - Regional Context – places of significance - Policy linkages - Priority Focus – projects of significance - Strategic Projects - Event or Forum links
Is considered enduring/ significant: Is this considered a significant issue for the community?	
Research/ engagement/ projects or addressed elsewhere: What else is already being done?	
Joined- up approach required: Who are the partners who can influence change?	
Role for Government, Business and NGO's: What role can they play in making change?	Next Step: What action does this group think should be taken next? <ul style="list-style-type: none"> <input type="checkbox"/> No further action <input type="checkbox"/> Expertise required, guest speaker to provide further advice <input type="checkbox"/> Watching brief or sponsored activity <input type="checkbox"/> Refer to..... (group/forum name) for regional advice <input type="checkbox"/> Establish Scope Opportunities/ Feasibility by.....(date) and led by.....(name) <input type="checkbox"/> Proceed direct to endorsement and project led by.....(name) <input type="checkbox"/> Other.....
Role for project team: Is there a role for the project team? If so, what might it be?	
Action group involvement: How can the Action Groups be involved?	
Lessons can be applied Where else might this approach be applied?	

Communicating your objectives

Communications Strategy Template

Executive summary

This is a brief description of the key elements of the strategy. Summarise the issue, project or event and the role the strategy will play. The purpose of the Executive Summary is give the reader a general understanding of what the strategy is trying to achieve without having to delve into the detail of the document.

Include the following things in your Executive Summary:

- The problem or opportunity that forms the need for the plan and its effect on DVC/Business Unit;
- Any research on which the plan is based;
- What you expect the plan will achieve;
- How the plan will be implemented and its timeframe; and,
- How the plan will be evaluated.

Context/Background

This section is designed to give the reader a snapshot of the context in which the strategy was developed, and why there is a need for the plan. It should detail why the communications strategy is needed and any relevant policies or issues. It should also touch on any potential communications challenges. It is vital that this section include a discussion on DVC's or the Business Unit's mission, vision and values, as these elements should find their way into the communications strategy.

Some examples of things or events that may be shaping your current situation include:

- Loss of funding or new funding for a project;
- Changes in program or service delivery; and,
- The introduction of new legislation.

Include the following things in your background section:

- A bullet point list of major events leading up to this moment – those things that have determined the need for a plan; and,
- DVC/Business Unit Mission, Vision and Values – the communications strategy should be aligned to this.

Research

This section is crucial. It relates to any community consultation, previous strategies, informal and formal research, data, and the like. Draw out of this information relevant conclusions that describe why we are taking the suggested strategic approach.

This research should also feed into your evaluation criteria.

For example, if lack of awareness of a particular issue or project amongst a certain target audience is deemed an issue through research, then one objective should be to raise awareness of the project within that identified group. Where possible, use the research to establish current benchmarks of awareness so that changes can be measured. All tactics should be designed to achieve this increase in awareness, and then the evaluation should demonstrate by how much that awareness was raised.

SWOT (if applicable), or a situation analysis

This analysis is the heart of any strategic communications plan. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis or a simple identification of the core strengths and weaknesses of the issue, project or event is mandatory. Developing this section will help you clarify potential problems that need to be dealt with under issues management. This in turn will flow in to your objectives and strategic tactics. The same applies to identified strengths and opportunities.

However, you must look deeper than the facts or effects to practice strategic communication. While these will lead you to a list of tactics to counter items that need attention, they alone do not allow for a strategic focus. In other words, look at the cause. Until you treat the cause you will continually deal with the effects. Once you determine the cause, you can strategically deal with the effects.

The SWOT analysis allows you to get to the heart of a problem or opportunity and recognise the real issue.

Case study sample

A perception among both internal and external stakeholders in the ABC Company has a pollution problem. This had led to boycotting, excessive turnover in key jobs, generally low productivity, poor morale and lawsuits in the local community.

- ABC Company has just installed the most sophisticated pollution control equipment in the industry. Prior to its installation, the company did have a pollution problem.
- The local community is unaware of the new equipment and the company's efforts to be a good environmental citizen.
- There is no formal communication program at the company.

Question: What is the issue in this example? Is it boycotting, excessive turnover in key jobs, generally low productivity, poor morale and lawsuits, or is it the perceived pollution problem?

Answer: It's the perceived pollution problem. If the communications plan addressed the effects, it would not deal with the cause. Deal with the cause and the effects, such as boycotts, will be easier to manage.

Issues management

This section deals with the significant issues identified through the SWOT analysis. It is here that those issues be clearly spelt out or summarised. The tactics and strategies to deal with these will be detailed later in the plan.

Target audiences/key stakeholders

These are the people who have some link to DVC or the Business Unit, both internal and external. You must list these groups/individuals in order of importance and break these down into the smallest segment possible. If you group everyone together as the "general public", you will not be able to define to particular issues or communication blockages that apply to specific groups. For example, if you are trying to communicate a change in service delivery and your target audience is defined as general public, then it doesn't take into account internal stakeholders, ethnic groups, people living in regional areas, young people, vision impaired, etc. All of these have different ways of accessing information and different information needs.

You can segment people and groups into many categories. However, it may be helpful to limit yourself to the following:

- Organisational membership – accredited members, peak bodies, statutory bodies, etc;
- Geographically – people who live within a certain radius of a service, events, etc, employees, regional Victorians, metro Victorians, etc; and,
- Demographically – defined by age group, employment status, ethnic group, gender, people who attend art or sports events, etc.

Include the following in this section:

- Specific description and location of each public; and,
- Realistic breakdowns of the publics.

Key messages

In this section you list a one or two sentence message you want to communicate to each target public. This information will flow through from your SWOT, issues management and target audience sections. Where possible, include ways in which you can listen to these target audiences as well as providing messages for them.

Relating back to our case study about ABC Company, some sample key stakeholder messages may be:

Audience: Supervisors in the plant where there is the perceived pollution problem.

Message: We've cleaned up our act. Believe it and help your staff understand our efforts.

Budget (if known)

Not much needs to be said here apart from the obvious. If you don't know what your Budget is, you will be unable to develop suitable goals and objectives that will provide some suitable outcomes. For example, if one of your objectives is to inform all of Victoria about a change in legislation and your Budget is \$10,000, your communications plan won't go very far.

Goal/s

The goals are the overarching outcomes you are hoping to achieve through this communication plan. Generally there is just one goal, but for more complex strategies and projects there may be two or three goals.

Again using our case study, the overarching goal may be:

To improve ABC Company's environmental image.

The goal is what you expect to see once the communication strategy has been completely implemented.

Objectives

Objectives need to be timely and measurable. They need to feed directly into the achievement of the stated goal. Objectives, while more detailed than goals, are still relatively high level and will allow you to segment your related activities and tactics more easily.

The format of an objective is always the same. Using our case study as an example, some objectives may be:

*To increase awareness of ABC Company's new pollution control equipment amongst plant supervisors by **25%** by **August 31, 2004**.*

*To increase awareness of ABC Company's new pollution control equipment amongst employees by **55%** by **October 31, 2004**.*

The red text is measurable

You will be able to set measures based upon previous research. For example in our case study, research showed that only two out of 10 supervisors were aware of the new pollution control equipment and that just five of the 120 employees were aware.

The blue text is timely

Setting a by when date is vital, as this will allow you to measure the plan and give management an idea of when they can start seeing results. Remember that if one objective flows off another (as in this example where awareness amongst supervisors needs to be raised before employees) do not have the same finish date.

Under one goal there can be up to 10 objectives, although this is not recommended. Set no more than six objectives. If you find you are going beyond this, perhaps your objectives are moving more towards tactics.

In general, objectives should be limited to:

- To increase awareness;
- To successfully launch;
- To improve morale; and,
- To improve the image, branding or profile.

Tactics/Tools

The tactics/tools are the details. In many communication plans, tactics/tools will be dressed up as objectives. An example of this could be:

To produce a booklet for regional young people that outlines services available to them.

If you find yourself in the position of trying to define what an objective is and what is a tactic, ask yourself what the above is trying to achieve. If your answer is “to raise awareness”, then this is a tactic that would feed into an objective specifically aimed at raising awareness. For example:

To raise awareness amongst young people in regional Victoria about the range of service available to them by October 31, 2004.

The tactics/tools to deliver that outcome may then be:

To produce a booklet

To hold a media launch

To produce media releases

Etc

In this section you should go into as much detail as possible about each of the tactics, but remember to list them under each relevant objective. Always refer back to your key message section to ensure you are developing the right objectives and tactics to address your target audiences.

Evaluation

In most communications strategies the evaluation section is overlooked or quite limited. However, it is one of the most vital aspects, because it:

- Allows you to measure whether you have been successful;
- Will provide input into future campaigns; and,
- Will provide justification for your existence.

There are many ways to evaluate, and sometimes you may be limited by budget. But when you set measurable objectives, make sure they can actually be measured at the end. There's no point measuring an increase in awareness of there is no base research or no plan to re-survey that group of employees to measure awareness at the end of the campaign.

Some types of evaluation include (there are many others):

- Media clips;
- Number of phone calls, applications, etc;
- Surveys,
- Focus groups;
- Interviews;
- Communication audit;
- Newspaper space versus advertising rate;
- Readership surveys; and,
- Usability testing.

Action-based resources

Action Sheet

Please be reminded that the **action sheet is due (date)**, for the next meeting to be held in (location) on (date) at (time).

The following table indicates who is responsible for providing organisation and working group reports:

Notes	Responsibility
Organisation Reports	
<i>Department of Planning and Community Development</i>	<i>J Hotham</i>
Working Group Reports	
<i>Communication Working Group</i>	<i>M Rashid</i>

Instructions for completing the Action Sheet

In order to complete the action sheet, please follow these simple and important steps:

1. Where you are listed as the responsible person, enter your initials and comments in the 'action/comments' column in **blue** text - eg. **SN – meeting with architect.**
2. If an action item is addressed in your organisation/working group report, please state this on the action sheet – eg. **SN - see organisation report**
3. Detail your organisation / working group report as per the established format in the space provided.
4. Save the action sheet using the filename format 'INITIALS Action Sheet NEXT MEETING DATE' (eg. SN Action Sheet 12.06.08)
5. Email completed document to (Partnership Administration) by **COB Monday (date)**

NOTE TO ADMIN: Compile submitted Action Sheets and insert into the Monthly Report and Agenda

Actions Items from Previous Meeting					
Item	Notes	Action / Comments	Responsibility	Status	Due
1.	Communication • Agreement reached	▪ DPCD to discuss details with <i>JH – meeting arranged with...</i>	<i>J Hotham</i>	<i>Action</i>	
2.					
3.					
4.					
5.					
6.					
7.					

Organisation / Working Group Reports

Organisation / Working Group

Person Responsible

Key activities for this month

- 1.
- 2.

Planned activities for next month

- 1.
- 2.

Critical approaching events

- 1.
- 2.

Other

- 1.

**(Partnership)
Report and Agenda
(Date)**

Contents

Agenda2
Action Items from Previous Meeting3
Organisation / Working Group Reports3
.....
.....
.....
.....
.....
.....

Agenda			
This Meeting		Next Meeting	
Date			
Location			
Start			
End			
Meeting Purpose	General Notes	Prepared by	Organisation
Attendees		Apologies	
Item	Notes	Responsibility	
	Action Items From Previous Meeting		
1.	See attached	All	
	Organisation Reports		
2.			
3.			
4.			
5.			
6.			
7.			
8.			
	Working Group Reports		
9.			
10.			
11.			
12.			
13.			
14.			
15.			
	Other Business		
16.	Next meeting date		
17.			
Future Meetings			
Date	Project Report	Time	Location

NOTE TO ADMIN: Insert 'Action Items from Previous Meeting' table compiled from Action Sheets

Actions items from previous meeting					
Item	Notes	Action / Comments	Responsibility	Status	Due
1.	Communication <ul style="list-style-type: none"> Agreement reached 	DPCD to discuss details with <i>JH – meeting arranged with...</i>	J Hotham	Action	
2.					
3.					
4.					
5.					
6.					
7.					

NOTE TO ADMIN: Insert 'Organisation / Working Group Reports' compiled from Action Sheets

Organisation / Working Group Reports	
Organisation / Working Group	
Person Responsible	
Key activities for this month	1. 2.
Planned activities for next month	1. 2.
Critical approaching events	1. 2.
Other	1.
Organisation / Working Group	
Person Responsible	
Key activities for this month	1.

Planned activities for next month

2.

1.

2.

Critical approaching events

1.

2.

Other

1.

Minutes			
This Meeting		Next Meeting	
Date			
Location			
Start			
End			
Meeting Purpose	General Notes	Prepared by	Organisation
Attendees		Apologies	

NOTE TO ADMIN: Insert 'Action Items from Previous Meeting' table from Agenda and update the status field as required

Organisational Reports			
Item	Notes	Action/Comments	Responsibility
18.			
19.			
20.			
21.			
22.			
23.			
Working Group Reports			
24.			
25.			
26.			
27.			
28.			
29.			

Appendix**Process**

30.			
Other Business			
31.	Next meeting date		
32.			

NOTE TO ADMIN: Transfer items from the Agenda, add Notes and Actions/Comments from the meeting as required, then use this table to compile the 'Action Items from Previous Meeting' table on the Action Sheet for the meeting

Agenda setting and consensus building

Developed by the Improvement Service, Working Effectively Across Boundaries: Agenda setting and consensus building offers advice on developing agendas, running effective meetings and building consensus within the partnership.

- ❏ Download 'Agenda setting and consensus building' at:
http://www.improvementservice.org.uk/component/option,com_docman/Itemid,43/task,cat_view/gid,125/

Help sheets for boards and committees

Our Community has also developed a series of Resource Centre Help Sheets for Boards and Committees. These provide guidance on a range of issues around running a committee including effective meetings, troubleshooting and strategic planning.

- ❏ See the Resource Centre Help Sheets at:
http://www.ourcommunity.com.au/boards/boards_article.jsp?articleId=1297

Information sharing

Alternative means of sharing information may also be useful for your partnership, particularly when you are bringing together a large number of people. The Victorian Government's my connected community (mc²) offers a range of tools that allow you to establish a virtual meeting place - including the capacity to share files amongst members, run discussion forums, establish mailing lists and advertise events.

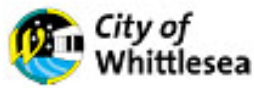
- ❏ my connected communities (mc²) is located at:
www.mc2.vicnet.net.au

Project management

A project management framework is provided by the Department of Education and Early Childhood Development's Shared Facility Partnerships publication, while the Tasmanian government has developed a range of project management fact sheets that can assist in planning your partnership's tasks and activities.

- ❏ Download 'Shared Facility Partnerships' at:
<http://www.education.vic.gov.au/management/infrastructure/facilitypartner.htm>
See pg 34.
- ❏ See the project management fact sheets at:
http://www.egovernment.tas.gov.au/themes/project_management/project_management_fact_sheets

Communication protocols



School & Community Partnerships Communication Protocols

Purpose

Communications protocols have been developed to ensure the partnership is profiled and highlighted and that all partners have opportunity to highlight the aim, objectives and outcomes of the partnership.

Areas that are included in these protocols include verbal and written presentations, correspondence, conferences, symposiums and significant other briefings.

Scope

These protocols are applicable to major external audiences when promoting the partnership. Outside of scope are internal partner communications that will generally use partners judgement when presenting/communicating, but should generally adhere to the stated principle.

Principle

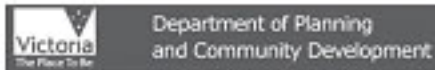
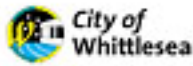
“To ensure the partnership is profiled and highlighted and that all partners have opportunity to highlight the aim, objectives and outcomes of the partnership”

Detail

- All opportunities to highlight the work of the partnership should be presented to the Partnership Board for ratification where possible. Due to the timing of many of these, a set of key messages and generic presentations should be approved by the Partnership Board;
- Presentations should use a standard power-point template (see following example) demonstrating the partners involvement via use of logos and using consistent language as per the approved Overview & Objectives documents;
- Progress reporting as detailed in the bi-monthly reporting template that has been presented to the Board prior will be used to communicate progress to external and internal stakeholders;
- Presentation emphasis should include joint achievements, the partnership approach, challenges and lessons learned;
- In the event that prior endorsement cannot be obtained, members should be made aware of the presentation and approval sought ‘out of session’;
- Where possible, joint presentations should be encouraged by any member of the partnership (including the Director) utilising the points above.

PowerPoint template example:

Introduction Slide



School and Community Partnerships

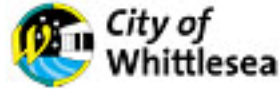
Detail Slide

Objectives & Deliverables

- Better quality, timely, sequenced and integrated school and community infrastructure
- Demonstrate the benefits of doing government differently
- Strengthen local government ability to deliver community infrastructure through collaboration
- Demonstrate the contribution of innovative shared-use facilities to sustainable, strong communities



Progress reports

School and Community Partnerships Project Report as at 10th April 2008

Project Deliverables	Update	Challenges/Issues
<p>1. Better quality, timely, sequenced and integrated school and community infrastructure.</p> <p>1.1 Laurimar – State Primary School (P-6), Pre-School, Sport & Recreation facilities, Community Activity Centre, Childcare, Maternal & Child Health</p> <p>1.2 Caroline Springs (Northlake Centre) – State Primary School (P-9), Independent Primary School, Catholic Primary School, Community Centre, Pre-School, Maternal & Child Health, Occasional Childcare, Sport & Recreation facilities</p>	<p>Laurimar Alliance formed and MOU signed to progress collaboration, identify potential sharing and joint use arrangements and establish governance arrangements. Signatories DHS NW Metro, DEECD Northern Region, City of Whittlesea, Childcare provider (potentially CentreCare)</p> <p>Discussions now commencing with CoW Sport & Recreation to develop appropriate facilities to meet needs of growing community in joint-use arrangements</p> <p>Discussing potential to integrate/co-locate Children's Services on Laurimar PS site</p> <p>Northlake Centre Alliance formed and MOU signed to progress collaboration, identify potential sharing and joint use arrangements and establish governance arrangements State Primary and Council facilities contracts let and work commenced late February 2008. Catholic Primary School in final statutory planning phase.</p> <p>Planning underway for shared space at Northlake Precinct to incorporate open space, break-out space and community space.</p>	<p>Funding for joined-up, integrated facilities</p> <p>Engagement of other providers (e.g Catholic Education)</p>

Project Deliverables	Update	Challenges/Issues
<p>1.3 Finalise the planning and business case for the proposed Community Health Hub in Town Centre, Caroline Springs in partnership with DEECD, DHS and Service Providers.</p>	<p>Investigations into sustainable open space including synthetic and irrigated surfaces. Workshops held with key stakeholders including Melton Shire, Education Providers and Sport & Rec. Victoria</p> <p>Official Opening ICA Melton College 19th March 2008 by Victorian Governor</p> <p>DHS sponsored workshop held November '07 to develop Strategic Business Case with all stakeholders. Draft presented to workgroup December '07. Final draft to meeting Thursday 7th February, progressing to Departmental Regional briefing early 2008. DHS Regional Briefing late March 2008 and DEECD Regional Briefing early April 2008</p>	
<p>2. Demonstrate the benefits of doing government differently.</p> <p>2.1 Working with DPCD, DEECD and other key government departments to optimise the opportunities under current and future funding arrangements (e.g. grant programs)</p> <p>2.2 Developing new funding sources based on a whole of community approach</p> <p>2.3 Demonstrating that the Community Strengthening approach is good for the community and good for government.</p>	<p>Laurimar being considered for DHS Growing Communities, Thriving Children Capital funding of \$1.2M. Briefing for Minister for Children April 2008 Northlake Centre received \$1.2M from DHS as above</p> <p>Models explored for multiple funding options including public private partnership. Federal Government opportunities also being pursued. Various meetings with City of Whittlesea, Shire of Melton, DEECD and Partnerships Victoria</p> <p>Community Strength Indicators explored for relevance and appropriateness for these projects. Discussions held with DPCD and DLL Laurimar regarding 'Community Connectedness' measure.</p>	<p>Working with Not-For-Profit, community-based childcare providers and Council at Laurimar</p> <p>Public Private Partnership models further explored relating to opportunities such as these. Timeframes from DEECD and Partnerships Victoria</p>

Project Deliverables	Update	Challenges/Issues
<p>2.4 Extending relationships to other key State Government departments such as DHS, DSE & DOI to ensure that communities are truly connected.</p> <p>2.5 Document and evaluate governance models used within the project.</p>	<p>Extending networks with Growth Area Authority, DHS, DEECD, DPCD, Local Governments of Melton & Whittlesea.</p> <p>Alliance models signed and operating. Refer evaluation also. Currently considering and evaluating next iteration of governance models once planning phase completed</p>	<p>Participating and presenting at GAA Planning for non-government schools in growth areas workshop 14/15 February</p>
<p>3. Strengthen the ability of local government to deliver community infrastructure through collaboration</p> <p>3.1 Forging relationships with all stakeholders including DPCD, DEECD, Melton Shire Council, City of Whittlesea and Delfin;</p> <p>3.2 Increased focus on the localities by holding of meetings, briefings and presentations at the sites for all levels of government including key decision-makers at all levels.</p>	<p>Joint resources to work collaboratively on the evaluation process commencing with training in March 2008 and interviews during March/April 2008.</p> <p>Collaboration between DEECD, DPCD and Councils to explore potential Public Private Partnerships in education, children's services and community facilities</p> <p>Joint Ministerial launch of partnership with stakeholders and community at Laurimar on October '07</p> <p>Visit to Caroline Springs by SSA and DEMOS Jamie Bartlett and Simon Parker to discuss and demonstrate Agile Government October '07</p> <p>Official opening of Caroline Springs Civic, Library and Recreation Centre 1st March 2008</p> <p>Working with Melton, Whittlesea and Ministerial Offices to coordinate 'sod turning' at Northlake and Laurimar</p>	<p>Timing of PPP's in 2010 and 2011, including formula for land purchase for schools</p>

Project Deliverables	Update	Challenges/Issues
<p>4. Demonstrate the contribution of innovative shared-use facilities to sustainable, strong communities</p> <p>4.1 Measuring community strength by volunteer numbers, resource availability and sustainability in both formal and informal community groups.</p> <p>4.2 Documenting appropriate case studies</p> <p>4.3 Exploring opportunities to collaborate and share experiences between Melton & Whittlesea local governments</p> <p>4.4 Evaluating the partnership</p>	<p>Initial meetings with Bendigo Bank and exploration of Community Banking model to encourage Community Leadership and ensure sustainability over time at Laurimar.</p> <p>Community Development Association at Caroline Springs decided to cease Community Bank Branch campaign</p> <p>Yet to be identified</p> <p>Joint staff effort on evaluation of partnership commencing March/April 2008</p> <p>Discussions with Sustainability Victoria and Sustainability Fund (Mike Hill) on potential joint study/research project for Melton & Whittlesea and demonstration project at Northlake Centre for sustainable development</p> <p>Jeanette Pope (DPCD) visit to Laurimar and CoW to discuss evaluation options and give perspective to development. Jeanette Pope and Michael Tudball developing options for discussion.</p> <p>Staff resources agreed by Melton & Whittlesea. Training occurred mid-March, interviews to be conducted April 2008</p>	<p>2nd Laurimar community forum planned for 22nd April 2008</p> <p>Community 'ownership' of the Caroline Springs Community Development Association and future role and purpose</p>

Documenting your achievements

As well as documenting your progress, the Department suggests that you set up a system for regularly documenting your achievements. See DPCD's Evaluation Step-by-Step Guide for more details.

- See DPCD's Evaluation Step-by-Step Guide at:
www.dpcd.vic.gov.au/evaluation

Additional partnership documentation

In addition, Shared Facility Partnerships developed by the Department of Education and Early Childhood Development also provides a range of sample documents for partnerships.

- Download 'Shared Facility Partnerships' at:
<http://www.education.vic.gov.au/management/infrastructure/facilitypartner.htm>
See Section C, pg 30-38.

Partnership agreements

Shepparton Aboriginal Partnership Compact



Purpose

This Compact outlines the shared commitments of all levels of government and the Aboriginal people of Greater Shepparton as we establish a new way of working together. All parties are jointly committed to improving the way Government services respond to the needs and aspirations of the Greater Shepparton Aboriginal community.

The Compact provides a basis for cooperation and partnership between the parties requiring joint action, mutual support and shared responsibility. This goes beyond the parties to this Compact. Real improvements will require a commitment from the private sector and the non-Aboriginal community of Greater Shepparton.

Vision

Strong social, economic and cultural sustainability and equity for the Aboriginal people of Greater Shepparton.

Objectives

All levels of government and the Aboriginal community will pursue this vision by:

- building on and promoting the strength, assets, and contributions of the Aboriginal community and its ability to shape the future and manage its own affairs;
- developing a strong and productive partnership between all levels of government and the Aboriginal community, whilst learning from a shared approach; and
- changing the way governments work at all levels so that they can respond in a collaborative and holistic way to support community aspirations and approaches.

Guiding Principles

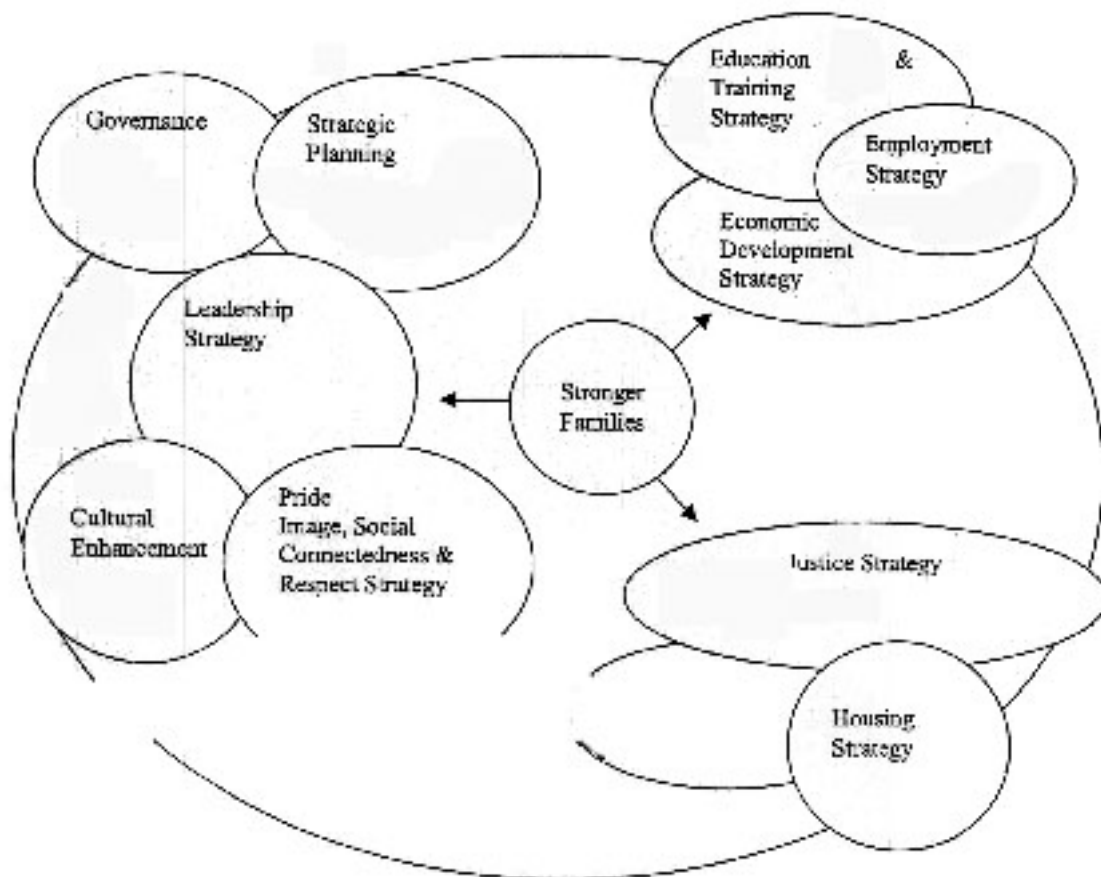
We commit to working as equals in accordance with these principles:

- Aboriginal community values, practices and history will be recognised and supported;
- greater inclusiveness with the non-Aboriginal community and increased respect for Aboriginal people and culture is fundamental;
- better social and economic outcomes for Aboriginal people that support Aboriginal culture, values and community identity will be pursued;
- partnership, mutual respect and shared responsibilities are the way forward;
- leadership development and capacity building, in the community and within all levels of government, are crucial building blocks for success;
- a holistic approach based around family and community strength requiring collaborative approaches, flexible resource allocation and program and service delivery arrangements;
- the Aboriginal community and organisations will be empowered to determine outcomes, develop local solutions and act on their own behalf;
- the focus will be on long term, sustainable improvements in government and community practice;
- past policies, particularly dispossession and child separation, have a large impact on the current social and economic wellbeing of the Aboriginal community; and
- new, innovative approaches are needed.

Strategic Areas for Action

In consultation with their community, the Aboriginal Community Facilitation Group has agreed the following strategic areas for action. The family is central to all of the strategies.

Action plans for each of the strategic areas will be agreed and will form part of this Compact. Definitions for each of the strategic areas are at Attachment 1.



How We Will Work Together

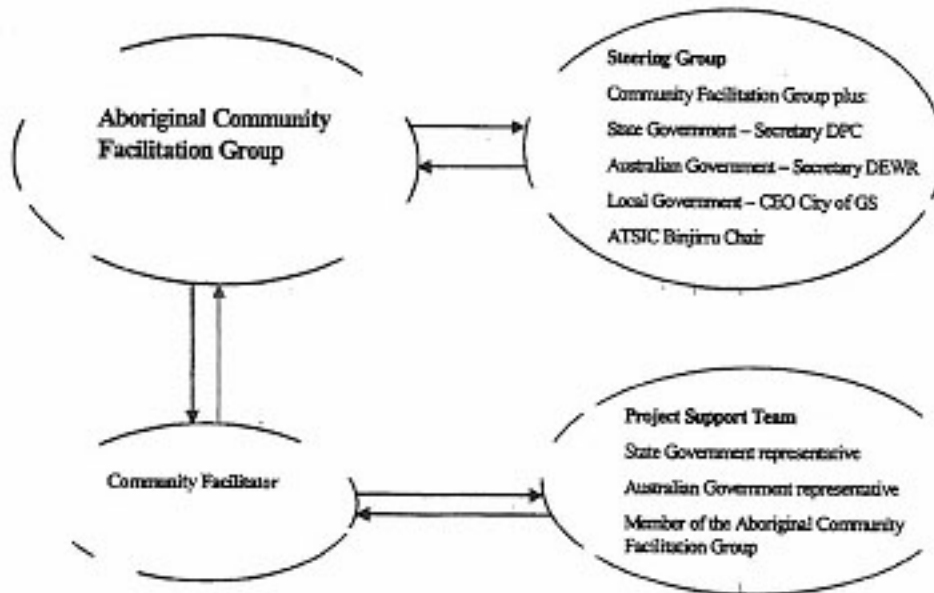
The **Aboriginal Community Facilitation Group** will form the initial direct partnership with governments, providing advice about policy and service issues through the **Steering Group**. The Aboriginal Community Facilitation Group will evolve into a longer term community involvement and decision making structure.

A **Community Facilitator** has been employed to work for the Aboriginal community in the development of the partnership. The Community Facilitator is a resource for the Aboriginal community's use and will be directed by the Aboriginal Community Facilitation Group.

The Community Facilitator will be supported by a small project management team which will provide advice, assist with information gathering and provide day to day management support.

The relationship between these groups is illustrated in Figure 1

Figure 1: Shepparton Aboriginal Community-Governments Initiative: Key Structures



The Steering Group will negotiate and implement policy, program and service delivery responses to community priorities and strategies and monitor progress. The Steering Group will consist of:

- The Aboriginal Community Facilitation Group;
- The Secretary of the Victorian Department of Premier and Cabinet, or his senior delegate;
- The Secretary of the Commonwealth Department of Employment and Workplace Relations, or his senior delegate;
- The CEO of the City of Greater Shepparton, or his senior delegate; and
- The ATSIC Binjiru Chair.

Our Commitments

Jointly, all levels of government commit to:

- work collaboratively and openly with each other and with the Aboriginal community to coordinate policy and services across levels of government;
- broker and help locate resources to support the community in projects associated with this Compact;
- respect existing Aboriginal community organisations and structures;
- collaborate with the Aboriginal community in securing private sector and non-Aboriginal community commitment to this Compact and the projects which flow from it;
- respond in good faith to community priorities and aspirations, and be flexible and innovative with resource use; and
- collect and share with Compact partners any government-held information which could help progress the shared objectives, subject to agreed protocols.

The Victorian Government has committed \$500,000 over three years to resource the community's participation in projects flowing from this Compact, such as the phase 1 projects in Attachment 2.

The Aboriginal Community Facilitation Group commits to:

- develop open and accountable processes for engaging and involving the wider Aboriginal community;
- promote and encourage outcomes under the Compact;
- work towards building a stronger, more cohesive Shepparton community able to maximise its assets and opportunities;

- work collaboratively and openly with each other! and with all levels of government;
- assist all levels of government to better understand Aboriginal culture and perspectives;
- collaborate with Governments in securing private sector and non-Aboriginal community commitment to this Compact and the projects which flow from it; and
- participate in the provision of data and in planning, monitoring and reporting processes, within agreed protocols.

The ATSIC Binjirru Council commits to:

- Work openly and collaboratively with all levels of Government and across the Greater Shepparton Aboriginal community.
- Collaborate with Governments and in securing private sector and non-Aboriginal community commitment to this Compact and the projects which flow from it.
- Recognise and support the local aspirations of the Greater Shepparton Aboriginal community and accommodate these within Binjirru policy decisions and planning processes.

Monitoring and Review

We will jointly develop performance indicators and benchmarks to measure progress in:

- improvements in the Aboriginal community's social, economic, and cultural sustainability;
- improvements in community and government capacity to identify and respond to local issues; and
- community-governments collaboration under this Compact.

Performance in each of the strategic areas will also be measured.

We will review the operation of this Compact collaboratively and on an annual basis, understanding that it should evolve over time.

Signatories:

ATTACHMENT 1: DEFINITIONS OF STRATEGIC AREAS FOR ACTION**STRENGTHENING FAMILIES**

Encourage and support the family unit to maximise the opportunity of each family member to reach their potential, thereby contributing to building a healthy, vibrant community.

GOVERNANCE

Creation of local and appropriate structures/systems that enable local Aboriginal people to collaborate and co-operate effectively in a productive and accountable manner.

STRATEGIC PLANNING

Enhanced capacity of the Aboriginal population to participate and input into the future planning of their community and the wider community.

LEADERSHIP STRATEGY

To contribute to the continuous development and renewal of Aboriginal leadership within community and organisations.

PRIDE, IMAGE, SOCIAL CONNECTEDNESS AND RESPECT STRATEGY

A strategy to protect, enhance and celebrate Aboriginal culture and identity by the community.

CULTURAL ENHANCEMENT

Promote the pride, identity, culture and contribution of local Aboriginal people.

EDUCATION AND TRAINING STRATEGY

To enable Aboriginal students to be able complete their education, so they have choices in terms of further education, employment and life choices.

JOB STRATEGY

To increase the net number, quality and variety of jobs or job opportunities for Aboriginal people.

ECONOMIC DEVELOPMENT STRATEGY

To initiate and grow Aboriginal participation and ownership in the local economy.

JUSTICE STRATEGY

To design and implement a strategy that addresses both social and criminal justice issues.

COMMUNITY HEALTH STRATEGY

Development of a comprehensive strategy for the primary and public health requirements of Aboriginal people, including mental health.

HOUSING STRATEGY

Increased housing options, quality and ownership for Aboriginal people.

ATTACHMENT 2: Phases

Implementing the commitments in this Compact will have three broad phases over an initial period of three years:

Phase 1: Projects, Responsibilities and Timelines

Project	Responsibility	Timeline
Government service mapping	Governments	Draft August 2003
Community Vision and Strategic Plan	Community	Draft September 2003
Community asset mapping	Community	September/October 2003
Community engagement strategy	Community	October 2003
Communication strategy	Community and Governments	October 2003
Developing and progressing initiatives under the strategic plan	Community, Governments and ATSIC	ongoing
Evaluation strategy, indicator development and baseline data	Community and Governments	December 2003
Local data, community survey	Community and Governments	December 2003
Simplification of acquittal process	Governments with community	June 2004 & ongoing
Development of long-term governance structure for community involvement and decision-making	Community	June 2004
Engagement of private sector, voluntary sector and non-aboriginal community	Community, Governments and ATSIC	ongoing

Phases 2 and 3:

Phase 2 Initiation	<ul style="list-style-type: none"> Establishment of new approaches and reshaping of existing services to deliver improved outcomes around 11 strategic areas identified above Continued engagement, capacity building, leadership engagement
Phase 3 Consolidation	Making the initiative an ongoing and sustainable joint government-community collaboration for identifying and responding to community needs and aspirations.

Memorandum of Understanding - Hume Sustainable Communities Strategy



**MOU
between**

**DEPARTMENT OF INNOVATION INDUSTRY
REGIONAL DEVELOPMENT**

AND

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT

HUME REGION SUSTAINABLE COMMUNITIES STRATEGY

(“THE PROJECT”)

THIS MEMORANDUM OF UNDERSTANDING IS -**BETWEEN:**

Department of Innovation Industry and Regional Development of 121 Exhibition St Melbourne ("DIIRD").

AND

Department of Planning and Community Development of 1 Spring Street, Melbourne ("DPCD").

INTRODUCTION

- A. This Memorandum of Understanding ("MOU") sets out the conditions under which funding is being provided by the Department of Innovation, Industry and Regional Development ("DIIRD") to the Department of Planning and Community Development ("DPCD") for the administration of the project described in clause B for which Department of Planning and Community Development has been nominated as 'Lead Agent'.
- B. The project is titled: Hume Region Sustainable Communities Strategy ("the Project").
- C. DIIRD through Initiative 4.1 Planning for Growth in the Provincial Victoria Growth Fund (PVGf), is providing funding of up to \$600,000 over 2 years, beginning in the 2007/08 financial year, for the development of an integrated long term plan to help build on competitive advantages and manage the growth and development of sustainable communities within the region.. The funding provided in this MOU will meet the Moving Forward objective of attracting more people to live, work and invest in Provincial Victoria.
- D. For the purpose of evaluating the benefits of the Project, DPCD will report to DIIRD on the extent to which the Project delivers the key outputs associated with the Project:
 - a) Regional Planning Framework
 - b) Sub-Regional (Spatial) Plans
 - c) Projects Framework
 - d) Provide RDV with future priorities for economic development

OPERATIVE PART**TERM**

1. The MOU will operate from the date this Agreement is signed by all parties and will expire on 30 June 2010.

PROVISION OF FUNDING

2. The sum of \$600,000 will be provided to the DPCD by DIIRD in accordance with the terms of this MOU for the carrying out of the Project.
3. The funding will be provided to DPCD in three instalments when:

Instalment 1 of \$400,000

- i) this MOU has been signed by both parties;
- ii) submission of a detailed Project Plan for Year 1; and
- iii) provision of an invoice for \$400,000.

Instalment 2 of \$100,000

- i) a detailed report on the outcomes from Year 1 of the Project;
- ii) submission of a detailed Project Plan for Year 2 of the Project; and
- iii) provision of an invoice for \$100,000.

Instalment 3 of \$100,000

- i) a detailed report on the conclusion and outcomes from Year 1 & 2 of the Project; and
- ii) provision of an invoice for \$100,000.

APPLICATION OF FUNDING

4. The funding provided under this MOU may only be used by DPCD for the purposes of the Project.

PROJECT

5. DPCD shall assure that outputs/deliverables for the Project will be in accordance with those set out in the Project Plan.

PROJECT FUNDING

6. DPCD shall at all times ensure that there are sufficient funds available to complete the Project on the scale proposed. Nothing contained in this MOU is to be construed as creating any obligations, commitment or undertaking by DIIRD to provide additional or further funding or assistance beyond that provided in clause 2.
7. In the event that the funding exceeds the amount required to cover the cost of completing the Project, DPCD shall return such excess funds to DIIRD within 30 days of the completion of the Project unless it receives written authorisation from DIIRD to apply those excess funds in any other manner as DIIRD may determine.

MONITORING - PERFORMANCE EVALUATION

8. The Project delivery will be monitored, evaluated and documented by DPCD to the satisfaction of DIIRD in accordance with Key Performance Indicators (KPIs) set out in the Project Plan.

REPORTS

10. DPCD shall report to DIIRD on a 3 monthly basis covering the progress of the Project against the KPIs and including any other information reasonably requested by DIIRD in relation to the Project.
11. DPCD will provide the first report on the progress of the Project by 30 September 2008, which provides:
 - (a) detailed documentation of project activities and deliverables associated with each component as established by the project plan; and
 - (b) a detailed list of all expenditure in a form acceptable to DIIRD.
12. The final report to be delivered by 1 May 2010 will include:
 - (a) detailed documentation of project activities and deliverables associated with each component as established by the project plan and an evaluation – through demonstrable evidence - of the outcomes; and
 - (b) a detailed list of all expenditure in a form acceptable to DIIRD.

SEPARATE ACCOUNTING

13. DPCD must account for all revenue and expenditure separately from other funds managed by DPCD. Any interest accruing pursuant to the funding must be applied to the Project or otherwise in accordance with this MOU.

ACKNOWLEDGMENT OF FUNDING

14. Where appropriate, DPCD will acknowledge the PVGF as the funding source in publicity associated with the Project.

FAILURE TO COMPLETE PROJECT

15. If DPCD fails to complete the Project in accordance with this MOU, and/or funds have not been expended on the Project in accordance with this MOU, DIIRD following discussions with DPCD may seek the refund of any monies not expended on the Project or otherwise agree with DPCD as to the alternative expenditure of those funds on like projects to the satisfaction of DIIRD.

VARIATIONS TO MOU

16. This MOU and the Project described in the previous clause, may be varied by the mutual agreement in writing of DPCD and DIIRD.

ASSIGNMENT

19. This MOU or any part thereof or any benefit or monies advanced hereunder shall not be transferred or assigned without the prior written consent of DIIRD which consent may be withheld in DIIRD's absolute discretion.

TERMINATION OF MOU

20. DIIRD may at any time, upon giving twenty-one (21) days notice in writing to DPCD of its intention to do so, terminate the MOU or any part thereof, and upon such notice being given, DPCD shall cease all work on the Project according to the notice and shall forthwith do everything possible to mitigate losses consequent thereto.
21. On termination of this MOU or any part thereof by DIIRD, DPCD shall repay to DIIRD any monies advanced or paid which DPCD has not yet expended for the purposes of the Project, or, where only part of the MOU is terminated, repay to DIIRD any money advanced that has not yet been expended on the Project unless DIIRD otherwise agrees with DPCD as to the alternative expenditure of those funds on like projects to the satisfaction of DIIRD

REPRESENTATIVE OFFICERS

22. The following are nominated as the parties' representatives. Each party agrees to contact the other through these designated contacts as to all matters for consultation and monitoring required under this MOU:

<ul style="list-style-type: none"> • DIIRD Phone: 	<ul style="list-style-type: none"> • DPCD Phone:
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Regional Development Victoria

Department of Planning and Community
Development

Terms of Reference - Transport Connections in Wimmera



TransportConnections

PREAMBLE TO THE TERMS OF REFERENCE

The purpose of these Terms of Reference is to provide a framework for the Wimmera Transport Connections partners and members to work together. It will formalise the arrangements between members of the Wimmera Transport Connections Steering Committee in terms of governance matters and make clear their roles and responsibilities in the oversight of the work of the Wimmera Transport Connections Project. The Terms of Reference are intended to underpin a sustainable long-term partnership for all key stakeholders to the Wimmera Transport Connections project.

Purpose of the Terms of Reference

The purpose of the Terms of Reference is to establish an agreement for all Steering Committee members of the Wimmera Transport Connections Project.

The Wimmera Transport Connections project covers the local government municipalities of West Wimmera, Hindmarsh, Yarriambiack and Horsham Rural City (rural balance).

Statement of Purpose

Our vision is to achieve the provision of inclusive, flexible transport, focusing on transport in local communities, whilst ensuring the links to the larger regional centres, and Melbourne city are in place.

Aims

The Wimmera Transport Connections Project

- aims to improve access and mobility for people experiencing transport disadvantage in the Wimmera Region in an effective, planned, equitable, sustainable and informed manner.
- will facilitate the development of community oriented inclusive, flexible transport initiatives in the Wimmera Region.
- will make better use of existing transport services and resources through new and coordinated approaches, partnership[developments, shared vehicle arrangements, education and the disbursement of information.
- will develop a planning framework and process, to provide a sustainable system for local communities, to integrate the community, public and private services and resources.

Values

The Wimmera Transport Connections Project is based on the belief that there is value in working together with other parties in addressing the transport needs of the community.

The Wimmera Transport Connections Project will aim to facilitate and maximise opportunities for:

- Greater utilisation and sharing of resources
- Brokerage of services for specific needs
- Incorporation of the existing subsidy programs – Multi Purpose Taxi Program, Victorian Patient Transport Assistance Scheme, Seniors Card, Public and school transport concessions, Department of Veteran Affairs Transport and Travel benefits and concessions
- The development of demand responsive community transport models to address broader transport needs
- Facilitation of arrangements between groups in the community needing transport or access, transport providers and, where appropriate, local business operators

Wimmera Transport Connections Steering Committee

The Steering Committee will comprise ten elected members and one non elected member (the manager of the Auspicing Body), and the Wimmera Transport Connections Worker. It will endeavour to include a broad representation from across the Stakeholders group. The Steering Committee reserves the right to co-opt additional members as required.

The Wimmera Transport Connections Steering Committee will meet every two months, and as required, to expedite matters on behalf of the Wimmera Transport Connections project. The meetings will be held at the offices of the Auspicing Body (Wimmera Volunteers Inc). Five Steering Committee Members will be required to make up a quorum. A Chairperson will be elected from the Steering Committee members.

Negotiation and decisions made by the Steering Committee on behalf of the Wimmera Transport Connections Project will be undertaken with the knowledge and recommendations of the group.

Any Steering Committee Member is able to put forward issues to be added to the agenda at any time.

Members of the public are free at any time to offer feedback or suggestions to any member of the steering committee or the Wimmera Transport Connections Worker, either directly or through public forums.

The Steering Committee meeting minutes will be taken by the Wimmera Transport Connections Worker. The minutes will be distributed to all Steering Committee members by email within one week of the meeting. Other information relevant to the Wimmera Transport Connections project will be distributed as required, also via email.

In instances where the Steering Committee member is unable to attend a meeting, it is appropriate that a representative of the sector may take that members place to take information back to their group.

Any Steering Committee Member is free to resign at any time.

The Role and Responsibilities of the Steering Committee

The role of the Steering Committee is Partnership Development, Strategic Leadership, Planning, Liaison, Engagement, Monitoring, Evaluation, Accountability, and Systemic Advocacy in accordance with the DHS, DOI and DET guidelines, and these Terms of Reference.

Responsible for:

- Protocols
- Advocacy
- Innovative Developments
- Building Capacity
- Accountability

Undertakings of Steering Committee Members

All Steering Committee members agree to comply with the decisions made by the parties in accordance with the Terms of Reference.

The guidelines, protocols, assessment criteria and other procedures adopted under these Terms of Reference will be implemented by the parties and in accordance with the Operational Rules.

Steering Committee members will give due notice of changes to their policies, practices, and service delivery that may impact on, or have consequential effects on the Wimmera Transport Connections Project.

Costs Associated With Steering Committee Meetings

All Steering Committee Members are required to meet any costs associated with attending the Wimmera Transport Connections Steering Committee meetings. If meetings are held over a lunch period, lunch will be provided by the Auspicing body (Wimmera Volunteers Inc.).

Auspicing Body (Wimmera Volunteers Inc.)

The auspicing body will act on behalf of the Wimmera Transport Connections Project for the receipt of Department of Human Services (DHS), Department of Infrastructure (DOI) and Department of Education & Training (DET) Transport Connections Project funding and will be responsible for compiling and providing accountability information (including a financial statement) related to the Wimmera Transport Connections Project to the appropriate Department.

The auspicing body (Wimmera Volunteers Inc.) will arrange meetings, distribute information and ensure financial management for new funds provided from DHS/ DOI/ DET as part of the Transport Connections Project.

Responsibilities of the Auspicing Body

- Fund holder and financial management
- Management
- Brokerage arrangements
- Facilitation and innovation of projects
- Information
- IT and data base
- Monitoring and Reporting

Operational Rules

- All funds allocated through the strategy should be directed towards the goals and purpose of the project.

Monitoring and Reporting

Wimmera Volunteers Inc. will report to the Steering Committee of Wimmera Transport Connections Project in relation to matters pertaining to the Wimmera Transport Connections Project, including the:

- Monitoring of performance through quantitative data to demonstrate progress towards targets, on a quarterly basis
- Reporting of the qualitative benefits obtained and achievements against performance indicators
- Reporting and analysis of the key issues, pointers to success and requirements for further development
- Provision of monitoring and reports to the Transport Connections program.

Dispute Resolution Procedures

Any disagreement or dispute, in the first instance, will be raised with the Manager of Wimmera Volunteers Inc. The parties to the disagreement or dispute must meet with the manager of Wimmera Volunteers to discuss the matter and attempt to resolve it as soon as possible. Any of the parties to the dispute may seek the advice and/or participation of the DHS Regional contact for the Transport Connections Project or his/her nominee in this process.

Steps taken to resolve the disagreement will be documented and tabled at the Wimmera Transport Connections Steering Committee meetings.

If following this, agreement still cannot be reached, an independent mediator will be appointed after consultation with the DHS Regional contact person. Each of the parties must co-operate fully with the mediator. Each of the parties must pay an equal share of the costs of mediation.

Governance

The Wimmera Transport Connections Project will not operate as a direct service provider.

Acknowledgements

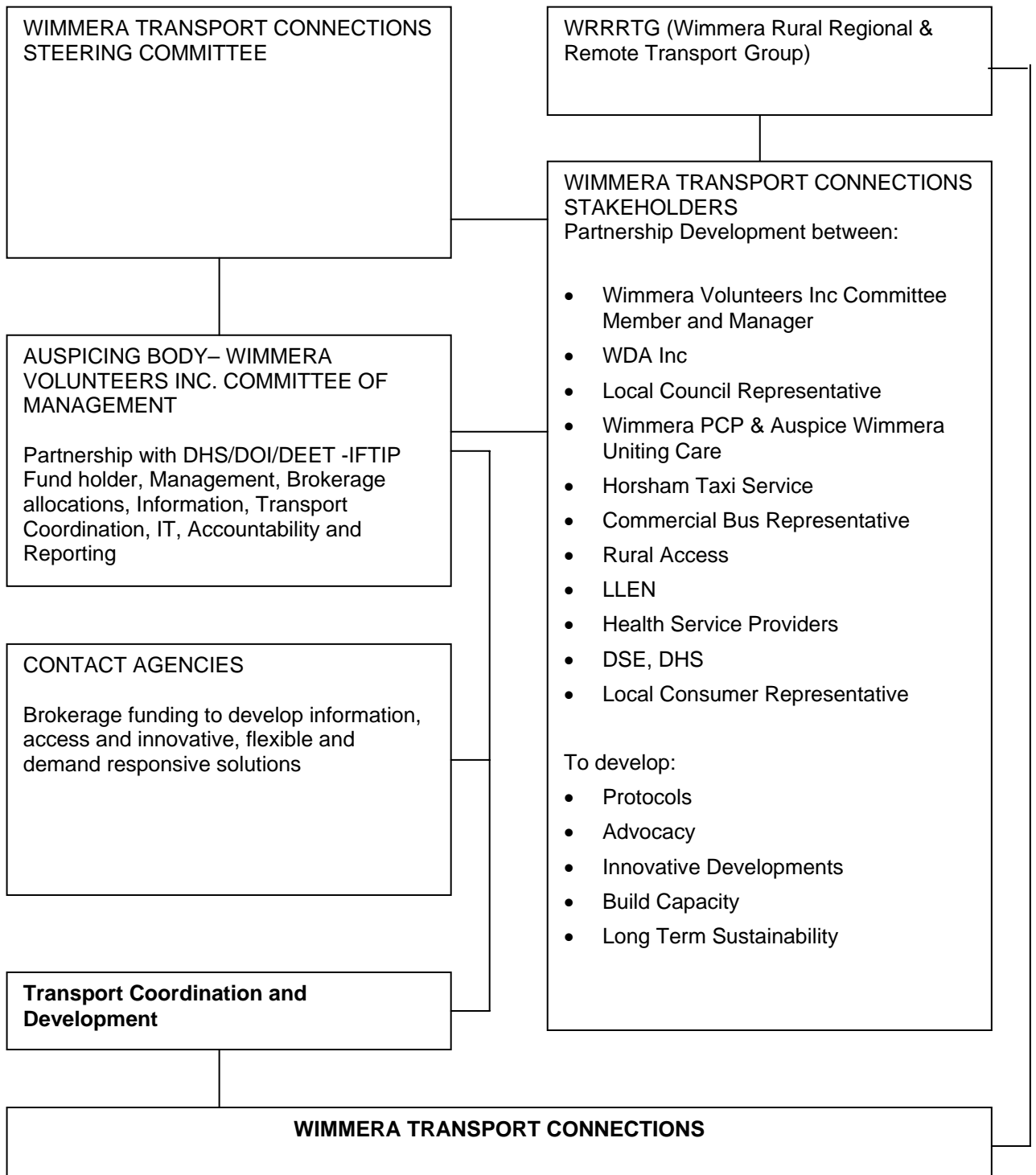
The following acknowledgements apply:

- The Wimmera Transport Connections Project will not impede the existing provision of transport services.
- Each of the Stakeholders to the Wimmera Transport Connections Project is a separate legal entity, with its own policies, practices, standards and culture.

Life of the Terms of Reference

The life of these Terms of Reference will be valid for the life of the Wimmera Transport Connections Project. The Terms of Reference will be reviewed on a regular basis, and may be changed at any time with the agreement of the Steering Committee.

WIMMERA TRANSPORT CONNECTIONS STRUCTURE



Stakeholders

The Stakeholders may include, but is not inclusive of the agencies listed:

- Wimmera Volunteers Inc.
- Wimmera PCP (Auspiced by Wimmera Uniting Care Inc.)
- Wimmera Uniting Care Inc.
- Wimmera Development Association Inc.
- Yarriambiack Rural Health Alliance – Transport Strategy
- Yarriambiack Shire Council
- Hindmarsh Shire Council
- West Wimmera Shire Council
- Horsham Rural City Council
- Horsham Taxi Service
- Commercial Bus Services
- West Wimmera Health Service
- Edenhope and District Health Service
- Goolum Goolum Aboriginal Co-operative
- Harrow Bush Nursing Centre
- Wimmera Health Care Group
- Dunmunkle Health Service
- Rural North West Health Service
- West Vic Division of General Practice
- Representative of Disability Service Providers
- LLEN
- Nexus – Youth Services
- Wimmera Sports Assembly
- Grampians Community Health Centre
- DHS
- Department of Veteran Affairs
- DIIRD & DS&E
- DoTARS
- Industry and Employers
- Community Organisations
- Sporting Groups
- Schools

A continuum will be created through:

- Networking
- Coordinating
- Cooperating
- Collaborating
- Planning

As the Wimmera Transport Connections Project evolves, the membership may also include other organisations, employers, community representatives and local community associations across the Wimmera.

Terms of Reference - Shepparton Aboriginal Partnership Post School Group



COAG Aboriginal Community Initiative in Shepparton

- A New Way of Doing Business -

EDUCATION PATHWAYS STRATEGY POST SCHOOL GROUP TERMS OF REFERENCE July 2007

Background

A focus on education and improving education outcomes for Aboriginal students was the subject of significant planning work in 2004. The Education Pathways Strategy was developed and has been implemented across the Early Years, School Years and Post School.

There is a two tiered structure for the Strategy with the COAG Steering Group having an overall monitoring role.

The structures are:

- Education Pathways Steering Group – meets once per term.
- Three Implementation Groups – Koorie Early Childhood Group (Early Years), School Years (through DoE Regional Koorie Education Committee, LAECG, Principles Network) and Post School Group including training, education and employment.

What is meant by Post School

The need to support young people as they exit school and go into post school options was a strong theme in the Education Pathways planning. The implementation will include young people making the transition from school into training, further education and/or employment.

The term “Post School” rather than “Post Compulsory” is deliberate as it recognises that Koorie students are exiting school prior to post compulsory age. The focus of this group is therefore on services and programs that provide training, education and employment support outside the school system. The School Years work includes post compulsory school based opportunities and planning. The Post School Group does need to include in the work enhancing relationships between schools and post school services aiming for effective and smooth transitions for young people.

Goal

Koorie young people are participating in meaningful and sustained training, employment and higher education at the same rate or better than all young people.

The objectives for the Post School area are:

- Koorie students have an effective transition into meaningful training or further education.
- Koorie youth are employment ready and supported in transition to meaningful employment.

The **strategies** for the Post School Group are based on the outcomes of a Post School Forum held in June 2006 and the original findings from the Education Pathways Strategy planning:

- Support the establishment of a single entry point to the post school system for Koorie students (this is not a place or person, but capacity across the system to provide options for young people);
- Enhance individual support to young people making the transition from school to post school system that meets the needs of individual young people and is provided when they need it;
- Work with schools to prepare students for the workforce through opportunity for work experience and work placements;
- Identify and address systemic issues that impact on smooth transition and inefficient use of resources;
- Engage the community in providing support to Koorie young people to value a career and seek to do well at school to reach their potential and goals;
- Build capacity in the system for families to be more involved in supporting young people transitioning from school to post school options;

- Build capacity for greater understanding of Koorie young people about work expectations and of employers to understand the importance of family in Koorie culture.

How the Post School Group will Operate

The Post School Group will focus on small projects that meet the above goals and objectives. The **principles** that the Group will use **to select projects** are:

- Project supports the achievement of the goals and objectives for the Group;
- Project will impact on sustainable, systemic change in line with the goals and objectives of the Group;
- Project requires partnerships/ joint working involving two or more agencies;
- Project places the young person at the centre and supports the development of holistic support for the young person;
- Project is consistent with evidence based practice and has demonstrated efficacy through research and evaluation.

Role

The Post School Group will be responsible for supporting the implementation of the post school strategies. This includes:

- Developing action plans for the implementation of the strategic priorities
- Supporting the implementation of the action plans
- Building partnerships to facilitate effective, smooth transitions for young people from school to post school options (education, training and/or employment).
- Supporting coordination and collaboration across post compulsory training and education providers.
- Promoting a holistic approach to supporting young people in training, education and employment including involving families and community.
- Engaging young people who are no longer at school in post school options.
- Including families in the support being provided and enabling them to be engaged in the young persons transition and post school options.

Membership

- | | |
|---|--|
| ➤ Koorie Employment Enterprises | ➤ Centrelink |
| ➤ Ganbina | ➤ ACFE/ACE |
| ➤ DPCD Community Engagement Officer | ➤ Neighbourhood Renewal |
| ➤ Goulburn Ovens TAFE | ➤ Strategic Planning and Policy Unit |
| ➤ Wurreker Broker/VAEAI | ➤ VECCI |
| ➤ Industry Representatives | ➤ Chamber of Commerce |
| ➤ Shepparton Careers Network | ➤ Local Community Partnerships |
| ➤ Australian Apprenticeship Centre | ➤ Aboriginal Community Facilitation Group |
| ➤ ASHE (Academy Sport and Health Education) | ➤ Goulburn Murray Local Learning and Employment Network |
| ➤ Indigenous Youth Employment consultant | ➤ School Focused Youth Service Coordinator |
| ➤ Goulburn Valley Local Aboriginal Education Consultative Group | ➤ Department of Education and Early Child Development including KEDO |

Meetings

The Post School Group will meet at least every second month.

Relationships

The Post School Group will have a close relationship with the Wurreker Regional Committee.

Support

Support will be provided through the COAG Partnership Outcomes Broker.

Evaluation

The Evaluation Step-by-Step Guide provides guidance in developing an evaluation plan.

- ❏ See the 'Evaluation Step-by-Step Guide' at: www.dpcd.vic.gov.au/evaluation

Partnership self-assessments

VicHealth, the Office of the Deputy Prime Minister and the Audit Commission have developed self-assessment tools for partnerships. These tools can help you to check the health of your partnership.

- ❏ Download VicHealth's 'Partnerships Analysis Tool' at: <http://www.vichealth.vic.gov.au/en/Resource-Centre/Publications-and-Resources/Mental-health-and-wellbeing/Mental-health-promotion/Partnerships-Analysis-Tool.aspx>
- ❏ Download the UK Office of the Deputy Prime Minister's 'Assessing Strategic Partnership' at: <http://www.communities.gov.uk/publications/localgovernment/assessingstrategicpartnership>
- ❏ Download the Audit Commission's 'A Fruitful Partnership' at: <http://www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?Category=ID&ProdID=A190CA25-7A7E-47D1-BCAB-373A86B709C0>

Partnership evaluation

A Guide to Evaluating Your Partnership Using a Network Mapping Approach outlines the method for conducting an evaluation of a partnership. It includes advice for setting up the evaluation, preparing and running interviews and analysing and reporting the results. *Templates* are also included to assist you in conducting your evaluation.

- ❏ Download the A Guide to Evaluating Your Partnership Using a Network Mapping Approach and Templates at: <http://www.dpcd.vic.gov.au/Web14/dvc/dvcmain.nsf/allDocs/RWPF49BEFC39BAAE4F3CA2574B900207316?OpenDocument>

Ending the partnership

At some point your partnership will realise that either their goals have been achieved or that alternative processes have been established to work towards achieving the goals. VicHealth's Partnership Resource for Community Arts provides advice on ending your partnership.

- ❏ Download Partnership Resources for Community Arts: <http://www.vichealth.vic.gov.au/en/Resource-Centre/Publications-and-Resources/Mental-health-and-wellbeing/Social-connection/Partnership-Resource-for-Community-Arts.aspx>
See pg 16.