

ATTACHMENT 1 – AGED AND DISABILITY AND CHILDREN AND FAMILY SERVICES CURRENTLY DELIVERED BY COMMUNITY SERVICES

<i>SERVICES TO TRANSFER</i>	<i>SERVICES TO REMAIN WITH THE CITY AT THIS TIME</i>
<p>AGED AND DISABILITY SERVICES</p> <p>Adult Day Centre This service is located at Woodvale. Clients enjoy social contact and take part in recreational activities, craft and outings.</p>	<p>AGED AND DISABILITY SERVICES</p> <p>Volunteer Services Transport Trained volunteers provide transport to medical appointments, shopping assistance and home visiting.</p>
<p>Community Care Packages These coordinated packages of care provide flexible services to meet the needs of people who have been assessed as being eligible for residential care but who choose to remain living at home. The Aged Care Assessment Team, located at Osborne Park Hospital, determines eligibility for this service.</p>	<p>Community Transport Provides services for some well seniors who are disadvantaged in their access to regular public transport. The service focuses mainly on transporting people to shopping centres and to Senior Citizens Centres for social activities and is targeted at people who are physically independent.</p>
<p>Podiatry Podiatry clinics are held at numerous facilities throughout the City of Joondalup. A doctor's referral is necessary for this service and if required, in home appointments can be arranged.</p>	<p>CHILDREN AND FAMILY SERVICES</p> <p>Occasional Care Centre-based sessional childcare for children aged 0 to 5 years. Occasional care allows parents the opportunity to meet personal or social commitments while their children enjoy quality care for short periods of time.</p>
<p>Children's and Youth Respite This program supports children and youth with disabilities and their families, with respite activities including outings and social support.</p>	<p>Outside School Hours Care – to transfer from 1st Term 2001 After school care provides recreational activities for pre-primary and school aged children. Transport is provided from local schools. Vacation care operates during school holidays and provides a program of varied activities and excursions.</p>
<p>Home Support Services These include home help, personal care, social support and shopping.</p>	<p>Anchors Youth Service Situated at Ocean Ridge Community Centre, Sail Terrace, Heathridge, this service is open two nights a week and provides information referral and support. The service offers a range of structured and unstructured activities including:</p> <ul style="list-style-type: none"> • Pool Table • TV/ Video • Nintendo/ Sony playstation <p>The School Holiday program also operates from Anchors Youth service and includes day activities as well as camps. Skateboarding, rollerblading and BMX competitions are also run through this service. Workshops on various issues or activities are run on demand; for example, sexual health, drug issues, craft, mural arts and modeling.</p>

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Meals Services There are options available for people unable to prepare their own meals including a delivered meal service or assistance with meal preparation in their homes.	YMCA Bus The aim of this service is to provide recreational opportunities, information and support to young people who are unable to access alternative recreation options, due to a lack of affordable and accessible services, isolation or limited family income. The location of this service is varied.
CHILDREN AND FAMILY SERVICES Family Day Care This service offers quality childcare in a home environment. Carers are licensed to care for children aged 0 to 12 years. Family Day Care offers a variety of affordable care options, including weekend and overnight care.	Youth in Government Program The City of Joondalup Youth in Government program aims to give young people in the City an opportunity to be involved in and influence government at all levels. It comprises two Youth Advisory Councils, a Youth Council program and opportunities to participate in State and Federal Youth Parliament programs. Participants must be aged 15 – 21 and living in the City of Joondalup.
	Family Liaison Program Ensures that young people and their families in the City of Joondalup have access to affordable and professional counselling services in their local area.
	Youth Services Team Provision of support for agencies that provide specialist services for young people. Provision of one on one support for young people in the area.
	Financial Counselling A financial counsellors provides: <ul style="list-style-type: none"> • information, support and advocacy relating to bills and debts; • assistance in negotiations with creditors and government departments; and • information on government assistance and community resources.

IMPLEMENTATION STEP	FACILITATOR	TIMELINE
Set up Interim Board of Management <ul style="list-style-type: none"> • One elected member from the City of Joondalup; • Manager Community and Health Services; • Develop Selection Criteria for members of the Interim Board; • 4 Community Representatives (selected through process of calling for expressions of interest); <ul style="list-style-type: none"> • Advertise in Community Newspapers • Carry out Selection Process • Director (on appointment and ex-officio). 	Manager C & HS with support from Special Projects Officer C & HS (SPO)	15.01.2001
Outlining Interim Board's Role What is a Community Based Interim Board? <ul style="list-style-type: none"> • Involvement in the Interim Board; • Structure and lines of responsibility; • Role of the Interim Board; • Interim Board meetings. 	Manager C & HS with support from SPO	15.01.2001
Select Director for New Organisation <ul style="list-style-type: none"> • Prepare Position Description • Classify Job • Gain CEO Approval • Advertise Vacancy • Interview and select Director 	Interim Board, Manager C & HS with support from SPO	29.01.2001
Establish work plan to: <ul style="list-style-type: none"> • Commence incorporation process; • Redefine the Constitution for the new body; • Consult with the Union and seek relevant legal and industrial advice; • Make application for a Lotteries Commission grant to enable a business plan to be developed; • Work on financial management issues e.g. transfer of budget from City of Joondalup; • Ensure policies and procedures are developed for the new organisation; • Undertake further research into Family Day Care needs; • Liaise with City of Joondalup in developing a Communication Plan to keep stakeholders informed on the progress of the implementation of the new organisation. 	Director, Interim Board	16.02.2001
Preparation of Constitution Acquire copies of models available from other similar organisations.	Director	16.02.2001
Develop Constitution to include: <ul style="list-style-type: none"> • Selection Criteria for appointment to Interim Board; • Develop Duty Statements for Board Member roles; • Terms of Office for Interim/Ongoing Board; • Filling vacancies; • Appointing Chairperson; • Frequency of meetings; • Remuneration and/or out of pocket expenses for Board; 	Director, Interim Board with support from SPO	23.02.2001

IMPLEMENTATION STEP	FACILITATOR	TIMELINE
<ul style="list-style-type: none"> Public access to Board meetings with emphasis on the timely advice of Board decision to clients. Constitution is finalised, advertisement for intended application for Incorporation undertaken and the association registered with the Ministry of Fair Trading. 		6.04.2001
Meet with Stakeholders Address management and operational issues with: <ul style="list-style-type: none"> Health Department of Western Australia (HACC Program); Commonwealth Department of Family and Community Services; Disability Services Commission. 	Director and Manager C & HS	28.02.2001
Setting in Place Financial Processes: <ul style="list-style-type: none"> Set up Financial Management /System; Set up Human Resource Management/Payroll System; Bank Account opened; Systems set up to manage collection of fees, manage client data base, bookings e.g. SMS, Harmony System; Petty Cash system set up; Finalise organisation's inaugural budget; Administration and financial management systems are in place prior to commencement of operation; Make application for a licence under the Charitable Collections Act; Make application for tax status to the Australian Taxation Office. 	Director	27.04.2001
Staffing Arrangements: <ul style="list-style-type: none"> Work on Industrial Relations issues and develop staff management practices; Position Descriptions developed for all jobs; Duty of Care and Legal Responsibilities documented and distributed to staff; Set up Superannuation Plan for employees and arrange transfer of funds; Set up Workers Compensation Coverage; Set in place Occupational Safety and Health policies and work instructions; Agreement is reached on arrangements for transfer of staff entitlements; Workshop on "How to Apply for a Job" and "Interview Techniques" is provided to staff applying for jobs in new organisation; Staff transfers/recruitment is completed to resource services Team Building Workshop is carried out with members of new organisation; Human Resource Policies and procedures are in place; Performance Agreements incorporating Development Plans are in place for all staff and are reviewed and updated bi-annually to ensure staff are well trained and competent in their roles; Pool of relief staff established 	Director and Manager C & HS	30.5.2001

IMPLEMENTATION STEP	FACILITATOR	TIMELINE
Building and Equipment <ul style="list-style-type: none"> Leases have been negotiated; Infrastructure and operational resources are in place and operational Terms of lease or tenancy agreement are complied with Building cleaning/maintenance arrangements are in place; Appropriate equipment is in place; Maintenance logs are set up for equipment; Security arranged; Keys obtained for all cupboards, drawers and buildings; Telephone system in place; First Aid Kits available Basic furniture obtained; Kitchen set up; Storage areas organised; Stationary Store set up; Arts and crafts supplies in store; Inventory of Equipment set up 	Director	1.06.2001
Items for subsequent Board meetings <ul style="list-style-type: none"> Develop vision, mission and values statement for the new organisation; Finalise and gain endorsement for rules (constitution) and gain endorsement to send rules to Corporate Affairs; Arrange Professional and Public Liability insurance for employees and Board; Finalise policy and procedures and endorse policy and procedure statements; Work with consultant contracted with Lotteries funds to develop a strategic business and marketing plan for the new organisation; Liaise with City of Joondalup to ensure that new clients are referred to the new organisation and that City of Joondalup continues to market services provided by new organisation; 	Interim Board, Director	31.3.2001
Consolidation of Loose Ends <ul style="list-style-type: none"> Ensure policies are relevant and in place; Corporate Governance Processes are adopted; Ongoing Marketing Plan is in place; Sub-committees are set up ready to commence operation; Consumer Representatives are inducted to Board; The composition of the Board (including their qualifications and experience) is communicated to <u>all</u> stakeholders 	Director and Board with support from SPO	30.05.2001
Report to Council for final approval <ul style="list-style-type: none"> Prepare a report to Council to gain final approval for the transfer and for: <ul style="list-style-type: none"> the transfer of staff provisions and assets to the new organisation; the relinquishment of State and Commonwealth Government grants so that they can be transferred to the new organisation; 	Director and Manager C & HS	30.05.2001

IMPLEMENTATION STEP	FACILITATOR	TIMELINE
<ul style="list-style-type: none"> • a leasing arrangement if the new organisation is located in a Council building; and • a one off grant for equipment if required. 		
<p>Contractual Arrangements with Funding Bodies Provide relevant documentation to the following funding bodies:</p> <ul style="list-style-type: none"> • Health Dept of WA in relation to HACC Program; • DSC in relation to Child and Youth Respite; • Dept of Health & Aged Care in relation to Community Care Packages; • Dept of Family and Community Services in relation to Family Day Care; <p>Documentation required by Funding Bodies:</p> <ul style="list-style-type: none"> • Copy of Constitution; • Copy of business plan; • Copy of Certificate of Incorporation/Registration; • Details of Board membership and Director and evidence of relevant work experience in human services; • Contact details of Director; • Evidence that legislative requirements will be met; • Bank details of organisation. 	Director and Board with support from SPO	30.4.2001
<p>Ongoing requirements of Board and Organisation</p> <ul style="list-style-type: none"> • Set in place process to achieve quality accreditation for provision of services; • Finance Committee regularly reviews financial statements to ensure finances are well managed and budgets are on track; • Structure of the organisation is regularly reviewed to ensure it is aligned with the organisations Strategic Business Plan; • Communication with stakeholders is incorporated in all Team Leader/Co-ordinator and above position descriptions to ensure effective communication occurs with service users /providers; • Fees are reviewed on a regular basis to ensure “fee for service” occurs where possible; • A proactive/innovative approach is taken to accessing grants for provision of new and existing services; • The importance of stakeholder support is recognised and nurtured; • Bench marking is carried out to ensure service provision operates according to best practice standards; • Facilities/administration buildings are located in central, easily accessible locations where possible. 	Director and Board	30.06.2001

DETAILS OF INFORMATION GAINED FROM THE COMMUNITY CONSULTATION PROCESS

FAMILY DAY CARE

A range of feedback was received from stakeholders with an interest in Family Day Care as follows:

- A focus group was held with 36 family day carers and 6 parents;
- A submission was prepared by 9 carers and 6 parents on behalf of the Concerned Carers and Parents Group;
- A total of 227 people signed a petition (19 carers, 114 parents or carers' family members and 94 other interested persons) supporting the submission prepared by the Concerned Carers and Parents Group;
- Letters were received from two carers who also participated in the preparation of the submission; and
- Phonecalls were taken from two parents.

The format for the focus group included a presentation of the proposed new direction, an opportunity for questions and answers and discussion on the advantages, disadvantages and ways in which the disadvantages may be overcome. Information gained from the focus group, the submission, the petition, the letters and the phonecall is summarised below.

Advantages

The following advantages were identified and can be grouped into four broad areas:

Benefits of a smaller organisation

In a smaller organisation there would be less hierarchy and overheads, staff would be more available and easier to contact, there would be greater understanding of family day care issues by the Board and a more hands on approach would be taken. A carer and/or a parent would be on the board and there would be no interference from the City of Joondalup. There would be greater control over the future and the funding.

Greater responsiveness and quality of service

The transfer of existing staff to the new organisation would provide continuity of service and there would be the capacity to offer a more specialised individual service. There would be better communication and support. Availability of staff for carers and parents would be improved. There would be more readily available information and the linking of related children's services. A new strategic plan could be implemented to enable staff to better meet the needs of the carers and their clients and this could be designed by carers, parents and staff.

Higher profile for Family Day Care

The new organisation would provide family day care with more visibility in the general community. Family day care would be viewed as a more professional body and would be recognised and valued.

Financial security

The new organisation would have the ability to attract additional outside funding and develop better facilities and services, would have its funding guaranteed and would establish budgets for

each service in direct relation to its federal funding. The continuity and well being of carers' incomes would be assured by having a place on the Board.

Disadvantages

The following disadvantages/concerns were raised and can be grouped into seven broad areas:

Maintenance of the quality of the service

There are no guarantees of the success and quality of the new service, accreditation will be happening around the same time as the development of the new organisation and the new scheme may not be ready.

Financial security and accommodation/venue

Family day care funding may go to other services such as occasional care. Family day care assets may not be kept and maintained and accommodation and rental charges for the new organisation may be a problem. The scheme has been supported by the City through injections of funds to cover the costs of upper management. The new organisation will have top heavy upper management and vast amounts of operating costs will be lost to positions that do not have hands on working knowledge of Family Day Care. Kingsley as a venue is not central and carers from Currumbine have to travel large distances to get there.

Staffing arrangements and knowledge, organisational structure and staff entitlements

Managers brought into the new organisation may not be Family Day Care literate, a CEO's knowledge would be spread too thinly across all services and he or she would have no hands on experience. There appears to be "too many Chiefs and not enough Indians" in the proposed organisational structure. The quality of service and standard of professionalism will not remain at current levels because of a 'top heavy' situation. The ratio of one Children's Services Officer to 25 Carers is not adequate particularly with the introduction of Quality Assurance. The transfer of staff and entitlements may not occur and there is the possibility of redundancies. One parent wanted to be reassured that existing family day care scheme staff would still be the contact point for parents with the new organisation.

Reasons for transfer, process issues and timing

The transfer of services must be done for service-based reasons, not as an apparent cost-cutting exercise. There has been concern because carers have not known enough about the proposal – the structure, the timeframe, whether staff and carers would be kept on in the future. At a later date the scheme may be sold to a private enterprise. The speed of the transfer process is also of concern. January 2001 is possibly not a suitable date to expect the new service to be fully operational.

Board composition, structure and knowledge

The way in which the new board is constituted and how places will be filled is an important point as is the issue of the board potentially lacking knowledge and understanding of the needs of Family Day Care and Children's Services. Carer and parent representation on the board is required.

Appropriateness of model and need for further study

There is a concern that the model may not be right and that it may not be wise to locate Aged and Disability with Children and Family Services. The options of transferring the Scheme to an existing children's services organisation or establishing a stand alone Family Day Care Scheme should be considered. There is no certainty that the new organisation will benefit the carers more than the existing system. A system not working very well may get worse. Council should

conduct further study into existing Family Day Care organisations to ensure that the requirements of Family Day Care are met by any new organisation to which services are transferred – this may involve identifying a sponsor with specific Early Child Care interests and expertise.

Role of the City of Joondalup, marketing issues

There is concern at the level of control that the City of Joondalup has over the proposal and that it may compromise too much for the proposal to come to fruition. There is also concern over the level of support that the City will provide to the new organisation. In addition, carers may lose the recognition they now have being associated with the City of Joondalup and lose potential parents because parents new to the area now phone the City to request care.

Ways to overcome disadvantages

The following ways of overcoming the disadvantages were identified:

Maintenance of the quality of the service

The Board, which would have parent/carer/professional membership, could research staff recruitment and ensure that any new staff have experience/knowledge of Family Day Care. The quality of care currently provided should be maintained and improved upon through training and professional development.

Financial security and accommodation/venue

A policy document could be developed stating the requirements of the new organisation and particulars of the transfer of assets. Family Day Care would need to have its own budget in the new organisation and operational funding intended for Family Day Care should be directed entirely to the Family Day Care Scheme. Other options for accommodation should also be investigated.

Staffing arrangements and knowledge, organisational structure and staff entitlements

The manager of each service could be directly accountable to the board.

Reasons for transfer, process issues and timing

More information could be provided throughout all stages of development. A meeting should be held with carers at the next step and a review undertaken at the various stages of progression of the transfer. Continued consultation with carers and parents providing full disclosure of all facts and an increase in the time frame would assist. An extension of time could also be sought to achieve accreditation.

Board composition, structure and knowledge

The board would need to be strong, proactive and have access to selection criteria and processes. There should be a broad range of people on the interim board and board – community, parents, carers, representatives from each of the services. A policy and constitution need to be developed to ensure continued representation of all services.

Role of the City of Joondalup, marketing issues

The new organisation should put in place good marketing strategies and the City should refer parents to the new organisation and even assist with advertising the new entity.

OCCASIONAL CARE

Three parents using the Occasional Care Service fed back, one online and two by phone. Two of these parents were very happy with the care currently received and one now wanted a kindergarten type program for 3 year old children. One parent stated that if the service stayed the same, then she didn't see any harm in transferring to the new organisation.

Advantages

The advantages identified were the potential for the community organisation to:

- Extend the number of days that the service operates;
- Open other occasional care centres to cover a greater area of the City and advertise them more so that more people could take advantage of them; and
- Open a kindergarten type program for 3 year old children. (This parent felt that if the new organisation didn't open this type of program, then Council should.)

Disadvantages

One parent was concerned that the proposed changes may affect the quality of care, the carers. Concern was also raised about the potential in a community based organisation for "too many people trying to get their own way", "too much in house bickering and issues are put out of focus."

FINANCIAL COUNSELLING

No feedback was received from the users of this service.

AGED AND DISABILITY SERVICES

One user of Aged Care Services phoned in, one parent involved in the Child and Youth Respite program also fed back by phone. One user of the Meals Service wrote two letters, an initial letter in response to the Newsletter sent to all clients of the Aged and Disability Services and a second after a meeting with the Manager Community and Health Services and after additional written information on the proposal had been provided.

Advantages

The two users of the Aged Services could see no advantages to the proposal. The parent thought that the new organisation sounded fantastic and thought that a better and quicker services could be provided in the new organisation.

Disadvantages

Loss of positions for staff

The parent involved in the Child Respite Service could only see a disadvantage if staff lost their jobs.

Role of the City of Joondalup

The two Aged Services users saw the transfer as an abrogation of Council's responsibility. One felt that Council should be accountable for the disbursement of public funds. He felt that it had long been accepted that publicly funded services should be administered by authorities answerable to the public.

Board composition, structure and knowledge

The administration of public monies by an unelected autonomous corporation without direction from an elected authority was seen as a problem and the validity of such a course of action within Commonwealth and State Audit Acts was questioned. There may be dissension between the representatives of the various charitable bodies from which the proposed incorporated body may be drawn and the yet to be incorporated body may degenerate into a self appointed, self serving, self perpetuating body operating behind closed doors. There may be additional costs to administration with another entity to the detriment of service delivery.

Ways to overcome disadvantages*Board composition, structure and knowledge*

To ensure open and accountable government, the minimum would be for the Memorandum of Association of the new body to be published for information and public comment and the following considered:

- the criteria for appointment and who will appoint the interim Board, the initial full Board, fixed terms of office, fill subsequent vacancies and appoint a Chairperson;
- frequency of meetings, remuneration and/or out of pocket expenses of Board members;
- public input to the formation of the Board and public access to Board meetings with emphasis on the timely advice of Board decisions to clients;
- arrangements for independent audit of the accounts and performance of the organisation and publication of the report.

VOLUNTEERS

Eleven volunteers attended a focus group on 22 August 2000. A presentation was given on the proposal for the new organisation and questions taken. The questions related to:

- The location and configuration of the new organisation;
- The consistency in staffing;
- Reimbursement for volunteers; and
- The use of volunteers in the new organisation.

A number of questions were also raised in relation to the North Metropolitan Transport Brokerage Pilot and how that related to the new organisation.

Advantages*Better communication*

A number of volunteers suggested that the new organisation model had the potential to improve communication and would be “really good” if volunteers could speak to the same staff as at present.

Location

It was suggested that having an office in the community would make meeting with staff much easier.

Potential for additional services

It was suggested that the new organisation could work to attract younger people into volunteering so that more help would be available to older and isolated people.

No disadvantages to the proposal for a new organisation were voiced.

STAFF

At the time of consultation there were potentially 15 permanent and 6 temporary service delivery and administration staff who would be affected by the proposal. In addition, there are two temporary Coordinators. Staff have participated in focus groups and have had access to weekly meetings to ask questions and raise any concerns that they might have regarding the proposal. In addition, staff were offered the opportunity to anonymously respond to a questionnaire. Of the 21 affected service delivery and administration staff, 11 responded to the questionnaire. Of those, nine were supportive of the proposal and two were not.

Advantages

The following advantages were identified and can be grouped into four broad areas:

Transition process

There has been recognition that the issues raised by staff need to be addressed, commitment to involve staff in discussions and a cohesive approach to change.

Quality and responsiveness of services

Services would be more flexible, the clients' needs would be addressed more quickly and they would be able to link into more services. Clients would also be able to have any real concerns dealt with immediately and efficiently.

Management of service

There would be less bureaucracy and meetings in a smaller organisation and two less levels of management may lead to quicker responses to change. Current limitations to service provision due to the constraints of working within local government would be reduced thus benefiting clients and staff. The services would be better managed without the high corporate cost. For some services, administration on site will make things much easier.

Opportunities for staff

Staff felt that there would be better communication between staff giving the opportunity for staff to be more knowledgeable about each service. Staff would have more control of how their service operates, there would be more appreciation and recognition of their efforts and staff would have the opportunity for multi-skilling. Staff would also have the ability to be more innovative and creative and to get things approved or addressed at a much faster rate. It was also felt that carers would have a greater voice and greater access to staff. There may also be the opportunity for salary packaging with the new organisation.

Disadvantages

The following disadvantages were identified can be grouped into four broad areas:

Uncertainty about the new organisation, its resources and its management

The new organisation may not be able to cover costs and may fold. It may not honour agreements made regarding conditions of employment especially if it is having financial difficulty. Being a privately run organisation, the capacity to afford training for staff and some of the extras particularly with new equipment, maintenance of existing equipment and work place tools often needed to enhance working conditions may be limited. The management in the new organisation may decide to restructure and reduce the number of staff. The new service will commence with a new management structure and new staff, there will be no time to develop

a working team before the service commences operating. Staff feel insecure not knowing what the new management will be like. There are also concerns about losing the protection and advantages of local government. The City of Joondalup is more established and the rate payers tend to trust that more than the new organisation.

Loss of staff conditions and benefits, uncertainty for temporary staff and lack of choice for staff

Staff are concerned at the prospect of loss of awards and conditions if the new organisation is unable to cover costs together with the uncertainty surrounding some of the working conditions, particularly for staff who are temporarily employed with the City. These staff will need to apply for their positions and there is the potential for inequity of salary and conditions between staff in the new organisation. There is also the potential for less training opportunities and less superannuation benefits in the new organisation. Staff have not been given any other option other than transferring to the new service.

Client concerns and level of service

There is concern about whether the service delivery ethos will remain the same. There may be less of a personal touch for clients in the new organisation due to increased portfolios for staff.

The uncertainty for clients may drive them to use other services and the new organisation's service will suffer. Unless council staff pass on a referral to the new organisation as a matter of course, certain potential clients may be lost. Clients may also be uncertain as to whether they will receive the same level of service and what the fees will be. There is unnecessary anxiety for clients over the proposed changes when nothing is changing. There is also concern over whether the transition to the new organisation will be smooth, will require additional work from staff and will interfere with existing client and contractual requirements.

Venue

The proposed location at Kingsley is not as easily accessible by public transport as is Joondalup and there may be further to travel without access to public transport.

Ways of overcoming disadvantages

The following ways of overcoming the disadvantages were identified:

Uncertainty about the new organisation, its resources and its management

Council could maintain a supporting role to the new organisation to ensure its success and could assist in the preparation of practical and detailed plans for the financial requirements of the new organisation. The new management staff could be employed 1-2 months before the new service commences operation to ensure that they are fully knowledgeable about the services and how they operate. Staff could then meet the new management staff, who should have a good knowledge about services, before the new service operates. Staff resourcing and training opportunities should be included in the budgets and details of the proposed budgets should be made available to staff for comment. Council could guarantee some on going financial support for a fixed period of time to allow the new service to become self supporting with staff on the same entitlements as now.

Loss of staff conditions and benefits, uncertainty for temporary staff and lack of choice for staff

A written agreement between the City and the new organisation could be developed that outlines current conditions and states that no changes will be made. The period of time that staff entitlements will operate before the new organisation can make any changes, such as restructuring, could be identified. What the transfer to the SACs award actually means for staff in terms of their future conditions could be clarified. Staff could be given an option as to transfer. Staffing issues need to be addressed as a priority. The level of emotional and practical

support that will be available through the change process could be made clear and staff could have input into the staffing and organisational structure of the new organisation.

One staff member suggested that the loss of staff conditions and benefits could be avoided by not transferring services to the community based sector.

Six staff made additional comments. Comments from two staff have been included above in *Disadvantages and Ways to overcome disadvantages*. The comments made by the other four staff are reproduced in full below:

- I feel that I have answered these questions as best I could, however I find it difficult to answer when I am not fully aware about how this new organisation will run but I realise that council need the proposal accepted before they continue to input more work. I feel that a new service could give the community what it needs, a professional service that caters for their community's needs. With the right management and financial planning this could work quite well. I feel that the way the service is running that improvements can definitely be made, linking together.
- I feel that I have been very well informed during this entire process and do not have any problems with this proposal.
- I believe that the advantages will far outweigh the disadvantages and think the teething problems can be worked out as we go.
- Don't believe services and staff would benefit financially or emotionally from this proposal. Don't believe that the vision from strategic plan – that is community development would be hindered by services remaining. Funds would need to be found for these positions if proposal accurate. Don't see any reason for vision of community based organisation to not be reached at present. Any successful agency requires to be central to all clients and potential clients, as well as support organisations, FACS, DSC, JHC, Centrelink, also easily accessible by public transport. I see Joondalup as the ideal base.

CONTRACTORS

No feedback was received from the contractors.

FUNDING BODIES

Written and/or verbal feedback on the proposal was gained from all funding bodies as follows:

- Health Department of Western Australia in relation to the Home and Community Care Program;
- Disability Services Commission in relation to the Child and Youth Respite Program;
- Department of Health and Aged Care in relation to Community Care Packages;
- Department of Family and Community Services in relation to Family Day Care and Emergency Relief; and
- Department of Family and Children's Services in relation to Occasional Care and Financial Counselling Services.

The response from these funding bodies was similar in that general support for the proposal was forthcoming subject to the new entity conforming to the required contractual arrangements with the relevant department and to signing an agreement between the two parties. For example, the Disability Services Commission would require the following from the new entity:

- Copy of constitution;

- Copy of business plan;
- Copy of Certificate of Incorporation/Registration;
- Details of Board membership and Executive Officer and evidence of relevant work experience in human services;
- Contact details for Executive Officer;
- Evidence that legislative requirements will be met; and
- Bank details of organisation.

MEDICAL AND HEALTH INSTITUTIONS, COMMUNITY SERVICES SECTOR AND PARALLEL/REFERRAL AGENCIES

One community services agency fed back on line. The representative from this organisation made the following general comment:

I congratulate Council on being forward thinking and taking this bold initiative; it can only lead to an improvement in services for residents. Community Services sponsored by local government tend to become restrictive and unresponsive to changing needs due to the very involved administrative procedures and, as we all know, when we are working with the community responses often need to be immediate to avoid crisis.

Advantages

The advantages identified were:

- Services can respond more quickly to consumers in need;
- A separate board of management would not be faced with situations of conflict. For example, the recent call for Community Care Packages has meant that many services have been seeking support for their individual submissions. It is very difficult for Council to support other local services if their own Community Services section is also submitting a proposal;
- Council can concentrate on its core business of identifying community needs and ensuring that local services are supported in providing community services;
- Council would not have to spend the many hours needed responding to funding bodies on issues such as standards, fees implementation policies and financial returns and audits.

Disadvantages

The only disadvantage identified was Council's withdrawal of the financial support that it currently provides to the services.

A number of other agencies contacted Council to register interest in taking over the community services that are the subject of the proposal.

GENERAL PUBLIC

One member of the general public phoned in and identified the following:

Advantages

- The new organisation may have a better grip on what the needs in the community are; and
- Better trained staff.

Disadvantages

- The new organisation may not become well established so that it can continue to provide the services for a long time.

Ways of overcoming disadvantages

- Ensure that there is a controlled tender process.

ATTACHMENT 4 - FINANCIAL MODELING - NEW ORGANISATION - COMMUNITY SERVICES

	CITY Consolidated Budget	CITY Family Day Care Budget	CITY Aged and Disability Budget	NEW Consolidated Budget	NEW Family Day Care Budget	NEW Aged and Disability Budget	Comments
Revenue							
Government Grants & Subsidies - Operating Activities							
1502 - Dept of Community & Family Services (Family Day Care)	324,563	324,563		324,563	324,563		
1503 - Childcare Assistance	625,500	625,500		625,500	625,500		
1510 - Health & Aged Services (CCP)	279,279		279,279	279,279		279,279	
1515 - Disability Services Commission	87,479		87,479	87,479		87,479	
1517 - Health Dept of WA	6,500		6,500	6,500		6,500	
1520 - HACC Program	722,009		722,009	722,009		722,009	
Government Grants & Subsidies - Operating Activities Total	2,045,330	950,063	1,095,267	2,045,330	950,063	1,095,267	
Total Government Grants & Subsidies	2,045,330	950,063	1,095,267	2,045,330	950,063	1,095,267	
Contributions							
1701 Contributions	3,000	3,000		3,000	3,000		
1909 Printing, photocopying	12,000	12,000		0	0		
Contributions Total	15,000	15,000		3,000	3,000		
Total Contributions	15,000	15,000		3,000	3,000		
Service Fees & Charges							
2401 User/Entry Fees	85,400	3,300	82,100	90,400	3,300	87,100	The increase in fees will result from efficiencies in the podiatry program
2405 Membership Fees	0			0	0	0	
2501 - Administration Fees	125,885	43,785	82,100	43,785	43,785	0	
Service Fees & Charges Total		47,085		134,185	47,085	87,100	
Total Fees & Charges	125,885	47,085	82,100	134,185	47,085	87,100	
Total Revenue	2,189,515	1,012,148	1,177,367	2,182,515	1,000,148	1,182,367	

	CITY Consolidated Budget	CITY Family Day Care Budget	CITY Aged and Disability Budget	NEW Consolidated Budget	NEW Family Day Care Budget	NEW Aged and Disability Budget	Comments
Expenditure							
Salaries							
Share of BU Management & Admin Salaries	257,312	109,934	147,378	0			This includes a proportion of the Manager, the Coordinators and the admin support staff in the City budget.
Share of Director's salaries and oncosts				66,681	33,340	33,341	Half of the Director and admin staff has been allocated to each program.
Share of Administration				112,160	56,080	56,080	There are 15 A & D program staff and 6 FDC program staff together with 65 FD Carers justifying a 50/50 split.
				0			
3001 Salaries - Basic Costs	489,050	175,501	313,549	535,644	162,942	372,702	This includes salaries for 21 program staff at Joondalup EBA rates
3020 Salaries - Increase/(Decrease) in A	47,726	17,329	30,397	52,448	15,954	36,494	
3030 Salaries - Increase/(Decrease) in L	13,279	4,794	8,485	10,880	3,310	7,570	
3070 Salaries - Superannuation	58,734	25,616	33,118	59,606	19,704	39,902	This includes super at Joondalup LG rates
3080 Salaries - Workers Compensation Pay	20,983	7,575	13,408	17,643	5,367	12,276	
Salaries Total	887,084	340,749	546,335	855,062	296,697	558,365	
Employee Related Expenses							
3301 Advertising - Staff Vacancies	3,000		3,000	2,400	1,200	1,200	
3302 Conference Expenses	1,000	500	500	1,000	500	500	
3304 FBT	2,500		2,500	0			
3305 Medical Examination Costs	200		200	0			
3307 Staff Training	1,700	700	1,000	1,700	700	1,000	
3308 Staff Uniforms/Protective Clothing	50		50	50		50	
3320 Contract/Agency Labour				7,000	3,500	3,500	This item in the City's budget has been placed under the Materials and Contracts for ease of comparison.
Employee Related Expenses Total	8,450	1,200	7,250	12,150	5,900	6,250	
Total Employee Costs	895,534	341,949	553,585	867,212	302,597	564,615	
Accommodation & Property							
3601 Building Rental Charges (Internal Ch	17,308	12,308	5,000	20,000	10,000	10,000	The City is currently charging COW \$73,000 for the Kingsley building. In addition, FDC is being charged \$12,308 for Kingsley and A&D is being charged \$5,000 for Woodvale. The City would have to subsidise the rent for the new organisation to a level of \$70,308 to ensure its viability.
3602 Building Cleaning Charges (Internal	30,128	15,098	15,030	30,000	15,000	15,000	
Accommodation & Property Total	47,436	27,406	20,030	50,000	25,000	25,000	
Administration							
3701 Advertising - General	4,900	200	4,700	2,000	1,000	1,000	
3710 Postage, Courier & Freight Services	1,482	140	1,342	2,050	750	1,300	
3720 Printing	14,000	12,700	1,300	5,250	1,800	3,450	
3725 Stationery	640	140	500	3,000	1,200	1,800	
3730 Photocopying	520	140	380	3,050	1,200	1,850	
3770 -Interpreter/Translation Servies				500	200	300	
Administration Total	21,542	13,320	8,222	15,850	6,150	9,700	

	CITY Consolidated Budget	CITY Family Day Care Budget	CITY Aged and Disability Budget	NEW Consolidated Budget	NEW Family Day Care Budget	NEW Aged and Disability Budget	Comments
Telephones							
3801 Office Telephones & Faxes	0			10,000	4,000	6,000	
3803 Mobile Phones, Pagers, Radios	4,130		4,130	4,000	0	4,000	
Telephones Total	4,130	0	4,130	14,000	4,000	10,000	
Finance Related Costs							
3940 - Subsidy Payments	625,500	625,500		625,500	625,500	0	
Professional Fees & Costs Total	625,500	625,500		625,500	625,500		
Professional Fees & Costs							
4001 Audit Fees	0			2,000	1,000	1,000	
4010 Membership Expenses	500		500	0		0	
4020 Legal Expenses	0			0		0	
Professional Fees & Costs Total	500	0	500	2,000	1,000	1,000	
Public Relations & Corporate Expenditure							
4102 Promotions	2,200	1,200	1,000	3,000	1,000	2,000	
Public Relations & Corporate Expenditure Total	2,200	1,200	1,000	3,000	1,000	2,000	
Computing							
4302 Computer Software Maintenance	7,400	2,400	5,000	7,400	2,400	5,000	
4310 Computer Sundries	0			0			
Computing Total	7,400	2,400	5,000	7,400	2,400	5,000	
Equipment							
4502 Furniture & Office Equipment Purchase	4,680	500	4,180	2,500	1,000	1,500	
4503 Plant & Equipment Purchase - Minor	2,600	100	2,500	7,500	2,775	4,725	
Equipment Total	7,280	600	6,680	10,000	3,775	6,225	
Materials							
4615 External Materials Purchase	505,644		505,644	505,644	0	505,644	This includes the amounts paid to contractors for the supply of home support and meals services.
Materials Total	505,644		505,644	505,644	0	505,644	
Insurance							
4701 Professional Indemnity	0			7,000	2,000	5,000	Comparisons have been made with similar non-government agencies. Costs apportioned based on number of staff.
4702 Public Liability	226	226		2,000	1,000	1,000	
4703 Industrial Special Risk	570	570		2,000	1,000	1,000	
Materials Total	796	796		9,000	3,000	6,000	
Books & Publications							
4801 Book Purchases	500	500		500	500		
4811 Publications & Brochures	700		700	700		700	
4820 Subscriptions	1,060	1,000	60	1,000	60	940	
Books & Publications Total	2,260	1,500	760	1,700	560	1,640	

	CITY Consolidated Budget	CITY Family Day Care Budget	CITY Aged and Disability Budget	NEW Consolidated Budget	NEW Family Day Care Budget	NEW Aged and Disability Budget	Comments
Travel, Vehicles & Plant							
4901 Travel Expenses/Parking/Public Tran	1,250		1,250	500		500	
4902 Travel Allowance	15,500	6,000	9,500	10,000	6,000	4,000	
4910 - Vehicle Hire	2,200	200	2,000	200	200	0	
4916 Vehicle Running Expenses (\$/km)	26,211		26,211	26,000	8,000	18,000	
Travel, Vehicles & Plant Total	45,161	6,200	38,961	36,700	14,200	22,500	
Other Service Expenses							
5130 Entertainment Excursions	2,300	700	1,600	1,400	700	700	
5131 Program Activities	11,400	3,000	8,400	11,000	3,000	8,000	
5140 Sundries	0			1,000	500	500	
Books & Publications Total	13,700	3,700	10,000	13,400	4,200	9,200	
Total Materials & Contracts	1,283,549	682,622	600,927	1,294,194	690,785	603,909	
Utilities (Gas, Electricity, Water)							
5401 - Electricity	8,018	560	7,458	8,000	3,000	5,000	
5403 - Water	350	350		2,000	750	1,250	
5403 Waer	450	450		0		0	
Utilities	8,818	1,360	7,458	10,000	3,750	6,250	
Depreciation of Non Current Assets							
5503 Depreciation - Furniture & Office Equipment	1,780	685	1,095	0	0	0	Depreciation is a non cash item. Depreciation excluded as value of assets unknown. New purchases will be funded seperately
5507 Depreciation - Plant and Equipment	116		116	0		0	
Depreciation of Non Current Assets Total	1,896	685	1,211	0	0		
Total Depreciation of Non Current Assets	1,896	685	1,211	0	0	0	
Other Expenditure							
Share of BU Management and Admin Operating Charge	76,762	38,153	38,609	0			
5820 Administration Charge	273,186	99,985	173,201	0	0	0	
Other Expenditure Total	349,948	138,138	211,810	0	0	0	
Total Other Expenditure	349,948	138,138	211,810	0	0	0	
Total Expenditure	2,539,745	1,164,754	1,374,991	2,171,406	997,132	1,174,774	
Total Operating Activities (Deficiency)	(350,230)	(152,606)	(197,624)	11,109	3,016	7,593	