



# **KNOX CITY COUNCIL AGENDA**

## **STRATEGIC PLANNING COMMITTEE**

Meeting of the  
Strategic Planning Committee of Council

To be held at the Civic Centre,  
511 Burwood Highway, Wantirna South  
on Tuesday 14 March 2017 at 7.00pm

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

### **APOLOGIES**

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

Item 1.	Early Years Compact 2017-2027	<b>1.</b>
Item 2.	Proposed Property Acquisition (Report and Appendix)	<b>18.</b>
Item 3.	Community Operational Funding Program 2017-18 (Report and Appendix)	<b>18.</b>
Item 4.	Matters Deferred or Continued from Previous Meeting	<b>19.</b>
	4.1 Notice of Motion No. 51 – Adoption of Council Strategy Policy	<b>19.</b>
Item 5.	Motions for which notice has previously been given	<b>21.</b>
Item 6.	Urgent Business	<b>21.</b>
	6.1 Urgent Business	<b>21.</b>
	6.2 Call Up Items	<b>21.</b>

Tony Doyle  
Chief Executive Officer

**ALL WARDS****1. EARLY YEARS COMPACT 2017-2027**

**SUMMARY:** *Janine Brown-Manager Family & Children's Services*

*A ten year Early Years Compact has been proposed between the Victorian State Government and Local Government, represented by the Municipal Association of Victoria (MAV). The Compact sets out a shared understanding of roles and responsibilities of each partner in the Compact and includes a shared purpose, principles and strategic priorities. The Compact proposes that collaborative work together will be described through Implementation Agreements and annual Priority for Action schedules. The Compact is not a legally binding Agreement and does not supersede or alter existing agreements between State and Local Governments. The MAV has asked that all Councils across Victoria endorse the Compact as an important step towards working together for common outcomes for the benefits of children and families across Victoria.*

**RECOMMENDATION**

**That Council**

- 1. Write to the Municipal Association of Victoria to confirm its 'in principle' endorsement of the Early Years Compact 2017-27 with its proposed outcomes of the partnership between State and Local Government as provided in Appendix A of this report;**
- 2. Advise the MAV of:**
  - a. Council's intention to closely monitor proposed activities outlined in the annual Priority for Action schedules to assess how these may impact on resource allocations and local priorities over the term of the Compact; and**
  - b. Council's request that the MAV establish appropriate governance and stakeholder engagement and communication processes throughout the proposed term of the Compact to ensure that the diverse and varied nature of local government across Victoria is well represented.**

**1. INTRODUCTION**

Knox Council has a long and proud history of supporting children and families in the Knox community through various roles ranging from municipal planner through to facility and direct service provider. Council's early years service model and service delivery approach is recognised for its innovation in relation to integrated approaches and high quality outcomes across both the early years sector and other levels of government.

## **1. Early Years Compact 2017-2027 (cont'd)**

Council directly delivers early years services through Maternal and Child Health, early parenting support, 4-year-old preschool, long day and occasional care, respite Health and Community Care (HACC) services. This is in addition to community development and inclusion support activities through such programs as the community playgroup support, Preschool Field Officer and soon to be implemented Municipal Disability Leadership program linked to the introduction of the National Development Insurance Scheme (NDIS). Many of these services involve funding and service partnerships with other levels of government in addition to significant levels of investment by Council.

Currently, Council is the Approved Provider of 38 licensed children's services and manages and supports 31 facility licence agreements with community groups working in partnership with Council through the 47 fit for purpose facilities across the municipality.

Victorian State and Local Governments provide collective stewardship of the early years service system and it is in this context the development of a ten year Compact Agreement has been proposed. The Compact outlines a high level, overarching commitment between the Department of Education and Training (DET), the Department of Health and Human Services (DHHS) and, representing local government, the Municipal Association of Victoria (MAV) (Appendix A).

The Compact sets out a shared understanding of the roles and responsibilities of DET, DHHS and local government as well as shared purpose, principles and strategic priorities. It focuses on support and timely identification of vulnerable children, building community understanding of the importance of the early years and providing "*consistency in the availability, accessibility, quality and connectedness of services for young children and their families, across locations in Victoria*".

The Compact is not intended to be a legally binding document, nor is it intended to supersede or alter existing agreements between the signatory parties to the Compact. Its intention is to support consistency across terms of government.

Once the Compact is signed by the Secretaries of both State Government Departments and the Chief Executive Officer of MAV on behalf of local governments, specific Implementation Agreements and annual Priorities for Action schedules will be negotiated and developed from 2017 and beyond.

This report provides an overview of the Compact and identifies the positive elements as well as some of the issues which need to be considered and monitored as the Compact is finalised and implemented.

## **1. Early Years Compact 2017-2027 (cont'd)**

### **2. DISCUSSION**

#### **2.1 A brief overview of the Compact**

The Compact sets out a shared view of the role of the State (as represented by DET and DHHS) and local government (as represented by MAV) to lift outcomes for young children and their families by improving joint planning, coordination and data and information sharing processes. It also acknowledges the role of the Commonwealth Government and non-government service providers as important players in achieving outcomes for Victoria's children and their families.

The Compact forms one aspect of the Victorian Government's plans for positive developmental outcomes for all Victorian children with a particular focus on improved outcomes for vulnerable children. These plans have been informed by the Protecting Victoria's Vulnerable Children Inquiry (2012) and include the subsequent Vulnerable Children's Action Plan (2015), reforms within the education system (The Education State 2016) and the child welfare system (The Roadmap to Reform, Strong Families, Safe Children 2016).

The MAV states that the Compact aims to place the local community at the heart of service design and planning through a joint, collaborative approach between local councils and state government. Agreed Compact priority actions will be reviewed and updated annually with the aim to have sufficient flexibility to support local innovation and responses.

The Compact document comprises a purpose statement, outcomes, the roles and responsibilities of the participating parties, guiding principles, strategies, priority areas for attention and a governance structure. In addition there is an Indicative Schedule which outlines proposed key action areas for 2017.

The overall purpose stated in the Compact document is to provide a clear foundation for the partnership between the State Government and Local Governments to achieve the following outcomes for Victorian children and families:

- All young children are engaged, confident and creative learners;
- All children are safe, cared for and experience optimal health and development;
- Vulnerability, location and disadvantage do not determine outcomes for young children;
- Families feel well supported by high quality, inclusive services for children and families in the early years;
- Families are connected to culture, actively participate in community life and can access help when and where they need it.

## **1. Early Years Compact 2017-2027 (cont'd)**

It outlines six strategic priorities for collaborative efforts as follows:

- Driving better outcomes - *better use of evidence and evaluation to continuously improve the planning, delivery and practice of services to drive stronger outcomes;*
- A more coherent and empowering system - *build a more consistent, capable and connected early years system that responds to families' health and wellbeing needs and preferences;*
- Stronger place-based governance and planning - *responding to the needs of local communities and Victoria's changing population;*
- Promoting early childhood - *raising family and community awareness of the importance of early childhood health, learning and development*
- Supporting service quality - *build a quality system that supports all Victorian children and their families;*
- More inclusive services - *improve early identification and support for all children, including children at risk; vulnerable children and families; and children with health, disability and developmental needs.*

Implementation of the strategic priorities will be achieved through more detailed Implementation Agreements and other joint activities aligned with agreed local and state government priorities. Each year these priorities will be developed in collaboration between the parties.

### **2.2 Issues to consider:**

Overall the purpose, outcomes, principles and strategies of the Compact align with Council's goals with regard to positive outcomes for children, especially those who are vulnerable, the importance of the early years and the importance of an effective partnership with the State Government to achieve these outcomes at the local level.

The Compact can also be used by Local Councils and the State Government to advocate on any concerns which may be working against such a partnership approach. As such, the officer recommendation is that Council indicates 'in principle' its support for the Compact as presented. At the same time it is important to understand some of the issues which will need to be considered, including monitoring its success or otherwise over time.

#### **2.2.1 Timing**

The proposed Compact was distributed to Victorian Local Government Chief Executive Officers (CEOs) in December 2016 with a request that Councils provide feedback to MAV and subsequently endorse the Compact by February 2017. This proposed timeline was ambitious and was challenged by the timing of the induction and establishment of new Councils across Victoria in late 2017, the subsequent holiday season and important budget and business planning activities being undertaken.

## 1. **Early Years Compact 2017-2027 (cont'd)**

The CEOs in the Eastern Metropolitan Region of Melbourne discussed the Compact at their 3 February 2017 meeting and provided collective feedback through a letter to MAV on the 9 February 2017.

This letter outlined strong support for the overall strategic intent of the Compact in addition to agreement with the planned purpose, outcomes, principles and strategic priorities detailed in the Compact. However, it was noted that given the extended 10 year timeframe for the proposed Compact and the possible implications for the level of input and resources that might be required of Councils, it was important to seek formal endorsement from the respective Councils. This meant that Councils may not be able to formally consider the Compact until March 2017. The MAV has followed up on this issue and understands that some Councils, including Knox, will not be formally considering the Compact until March.

### **2.2.2 Further Clarification Required**

Whilst the overall intent of the proposed Compact has the potential to be an important and positive step forward in the working partnership between local and state government to achieve positive outcomes for children, there are some issues which will require further clarification, discussion and scrutiny by local governments as it is implemented.

In summary, the Eastern Region CEOs have identified the following issues for advocacy:

- A clearer definition and acknowledgement of the different levels of activity relating to the early years across local governments and therefore the potential for variable impacts as all parties contribute to *“a system and place based approach to deliver well connected, inclusive and high quality services tailored to local communities, with particular focus on vulnerable children and families”*. This is an important issue, as Councils will have already set strategic community directions with associated resource allocations through long term planning processes that reflect local community aspirations. Each Council requires flexibility in relation to the extent and involvement in the delivery of early years services according to the assessed needs of their local community;
- An appropriate governance, engagement and communication process to be in place to ensure that MAV can confidently represent local governments from across Victoria in relation to the aspirations, priorities and potential impacts of any negotiated Implementation Agreements or Priority of Action schedules throughout the term of the Compact;

**1. Early Years Compact 2017-2027 (cont'd)**

- A stronger recognition of the already significant investment by local government in capital infrastructure to support the delivery of early years services across Victoria and how this might advantage the collective planning and potential negotiation between all parties outlined in the proposed schedule to “*undertake more active planning for long term provision of kindergarten capital*”;
- A clear description of how any additional resources implicated in the collective effort of each partner to achieve the stated outcomes of the Compact will be negotiated in relation to Implementation Agreements and annual Priority for Action schedules. At present this process is described as a one of negotiating “*in good faith*”. In an increasingly tight fiscal environment for Councils, this requires a robust description of the parameters of investment and commitment by all parties;
- A more realistic approach to the Indicative Schedule 1 currently proposed for the first year of priority focus in the Compact. This Indicative Schedule 1 is ambitious and implies a level of engagement and resource commitment by Councils which has not been factored into current resource and priority planning for the 2017 and 2018 calendar years.

**3. CONSULTATION**

The Director of Community Services was invited by MAV to participate in the development of the Early Years Compact Agreement through membership of a working party in the latter part of 2016. Senior Officers from Ballarat, Hume Wodonga and Kingston Councils were also part of the Early Years Compact Working Party.

The Minister for Families and Children Hon. Jenny Mikakos presented the broad structure and proposed outcomes of the proposed Compact to Human Services Directors and Family and Children’s Services Managers at a forum in September 2016. Feedback was provided to MAV at this meeting to be incorporated into the final draft document.

The MAV distributed the proposed Compact for endorsement by Councils in December 2016 with a view to obtaining this endorsement by February 2017 to enable the Minister to announce the Compact in March 2017.

The Knox CEO wrote an email to the CEO of MAV on the 1<sup>st</sup> of February 2017 requesting that Knox Council not be named as endorsing the Compact before the opportunity to do so was presented to Council in March 2017 and this timing has been accepted by the MAV.

As previously described, the CEOs in the Eastern Metropolitan Region of Melbourne discussed the Compact as an agenda item at the 3 February 2017 meeting and provided collective feedback through a letter to MAV on 9 February 2017.

**1. Early Years Compact 2017-2027 (cont'd)****4. ENVIRONMENTAL/AMENITY ISSUES**

Local government is a significant provider of fit-for-purpose early years facilities across Victoria. The investment to build and maintain these facilities is a substantial proportion of Council's asset renewal and capital works program. Research demonstrates that contemporary, high quality; enriching environments are important and can amplify the development and positive lifelong outcomes for young children and families.

**5. FINANCIAL & ECONOMIC IMPLICATIONS**

There are no direct financial implications of the proposed Compact. It is founded very much on the existing funding partnerships which local governments have with the State Government through various grant funded programs such as Maternal and Child Health, preschool programs and inclusion support activities.

Funding issues however, will be linked to subsequent work to occur on the various actions outlined in the agreed Activity Schedules which will be negotiated each year as the Compact is implemented.

In the 2016-17 budget year, Council approved an operational budget of \$19.5 million to provide the direct delivery of early years services to the Knox community. This investment was jointly funded through funding and service partnership agreements with other levels of government of \$9.6 million and service user fees of \$4.2 million. Council directly funded the balance of this investment of \$5.7 million. This includes over \$800,000 in operational grants provided to incorporated Volunteer Committees in the 2016 calendar year as part of Council's current partnership approach to delivering its 4 year old preschool services to the community in 2016-17.

Further, Council also invested over \$1 million in 2016-17 towards the renewal and upgrade of its existing early years facilities across the Knox community in addition to committing to the construction of two early years hubs in Wantirna South and Bayswater to be operational by early 2019.

**6. SOCIAL IMPLICATIONS**

The period from birth to eight is a critical period of a child's life. It is the time when children acquire essential foundation skills and knowledge and when brain development is at its optimal level.

It is recognised that increased access to quality early years services and programs impacts upon:

- Improving children's learning, health and behaviour with positive impacts extending into adult life;



**1. Early Years Compact 2017-2027 (cont'd)**

- Enabling children and families to access a high quality developmental program which supports families to shape opportunities for learning and development;
- Supporting successful transition to formal schooling; and
- Supporting planning for integrated service systems.

Council has a unique capacity to provide high quality, integrated and coordinated services along with comprehensive levels of support to individual families who access its services. This provides a solid and effective foundation to support all families but in particular, to identify and support vulnerable and socially isolated families in a way that other loosely aligned services do not. However, Council cannot work alone on these issues. The outcomes for local Knox children is also impacted by other service providers, organisations and other levels of government.

The Compact aims to provide a foundation for a strengthened partnership between State Government and Local Governments to improve key early years service systems with a focus on improving outcomes for all children, particularly those who are vulnerable at the local level and statewide.

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

The City Plan 2013-17 contains a number of vision statements including “A place that nurtures its children and young people and values and supports its older adults; and, “The community embraces learning for all ages”.

The following Key Themes from the Council Plan apply to this report:

- Healthy Connected Communities
- A Prosperous Advancing Economy
- Culturally Rich and Active Communities.

**8. CONCLUSION**

A ten year Early Years Compact has been proposed between the Victorian State Government and Local Government, represented by the Municipal Association of Victoria (MAV). Council is asked to consider endorsing this Compact ‘in principle’ as it aligns with Council’s interest in ensuring good outcomes for children and families in Knox supported by an effective and genuine partnership between the State Government and Local Governments. At the same time it is proposed that Council continue to advocate and monitor the implementation of the Compact to ensure that children and families will benefit from the proposed outcomes of the Compact in the context of the aspirations and priorities of the Knox community.

**1. Early Years Compact 2017-2027 (cont'd)****9. CONFIDENTIALITY**

There are no confidential matters associated with this report.

***Report Prepared By: Manager - Family & Children's Services  
(Janine Brown)***

***Report Authorised By: Director - Community Services  
(Kerry Stubbings)***

**Appendix A**

# Supporting Children and Families in the Early Years

A Compact between DET, DHHS and Local Government (represented by MAV)

2017-2027

Victorian and Local Government working together in new ways with families, services and communities to give all children the best start in life

# Supporting Children and Families in the Early Years

## A Compact between DET, DHHS and Local Government (represented by MAV)

### 2017-2027

Victorian and Local Government working together in new ways with families, services and communities to give all children the best start in life

Signed by:

.....  
Gill Callister  
Secretary  
on behalf of the Department of Education and Training

.....  
Kym Peake  
Secretary  
on behalf of the Department of Health and Human Services

.....  
Rob Spence  
Chief Executive Officer of the Municipal Association of Victoria  
on behalf of local government in Victoria  
  
on the x day of x (month) 2017

## PREAMBLE

1. The Victorian Department of Education and Training (DET), the Victorian Department of Health and Human Services (DHHS) and local government, represented by the Municipal Association of Victoria (MAV), enter into this Compact to strengthen the collaborative relationship between these departments and local government in the planning, development and provision of early years services. This Compact demonstrates a shared focus on improving and sustaining outcomes for children and families across all Victorian communities.
2. A well-connected, accessible and effective service system supports families to raise happy and healthy children who can achieve their potential. A collaborative and effective relationship between state and local government provides a foundation for strengthening services for children and families.
3. Consultations with families and those who work in early years services have shown that we need more consistent, measurable and accountable service delivery. Clearly defined roles and responsibilities, joint planning and consistent goals and coordination across the early years services system will support more effective service delivery that maximises benefits for children and families.
4. This Compact aims to lay further foundations for a system that is robust, child-centred and straightforward to navigate, and allows for transition between services when families need them. It recognises the shared accountability of governments and outlines shared objectives and outcomes.
5. State and Local Government would welcome the Commonwealth agreeing to the principles and priorities as outlined in this Compact, recognising the important role the Commonwealth has in providing support to children and families through funding and broad policy settings.

## RELATIONSHIP TO OTHER AGREEMENTS

6. This Compact is not intended to supersede or alter existing contractual arrangements or other agreements between the DET, DHHS and councils or MAV.
7. The Victorian State-Local Government Agreement (VSLGA) 2014 provides an overarching framework to strengthen state-local government relations by committing to improved and sustained levels of communication, consultation and cooperation. It outlines a commitment by both parties to progress social, economic and environmental outcomes for Victorian communities.
8. Sitting beneath the VSLGA, DET and DHHS have bilateral agreements with the MAV: the MAV/DEECD (now DET) Partnership Agreement 2013-17 and the Partnership Protocol between the Department of Human Services, Department of Health (now DHHS) and the MAV 2010. Both of these agreements commit to a formal partnership that is based on a spirit of cooperation and a shared commitment to achieve better learning, health and well-being outcomes for the Victorian community.
9. This Compact sits beneath these agreements and focusses on improving outcomes for children from the antenatal period up to school entry and their families.

10. The parties will continue to work with the Commonwealth Government to promote policy reforms that are of a national significance, or that need coordinated action by all Australian governments.
11. This Compact is not a legally binding agreement, but is negotiated and entered into in good faith by the parties and shall be respected accordingly.
12. The parties agree that in the event of a party stating that one or more undertakings in the Compact is not being fulfilled, the parties will use best endeavors to ensure that the undertaking is satisfied or that an alternative solution is agreed.

## PURPOSE OF THE COMPACT

13. The Compact is between state and local government who together provide collective stewardship of the early years system.
14. The purpose of the Compact is to:
  - clarify state and local government **roles and responsibilities** in the planning, funding and delivery of early years services for children from the antenatal period up to school entry;
  - strengthen a shared focus on **improving outcomes** for all children across Victoria supported by sharing of evidence, results and best practice;
  - establish a **strategic foundation** for the effective planning and delivery of agreed system reforms, including the creation of a more connected service system that has sufficient flexibility to support local innovation and responses;
  - support timely identification of **vulnerable children**, effective inclusion and sustained engagement of families in universal services and supported referral to other services;
  - build community understanding of the **importance of the early years** and how families can support their children's learning, health and development; and
  - provide **consistency** in the availability, accessibility, quality and connectedness of services for young children and their families, across locations in Victoria.

## OUTCOMES

15. Through this Compact, the parties seek the following **outcomes** for Victoria's children and their families:



## ROLES AND RESPONSIBILITIES OF THE PARTIES

16. This Compact recognises the complementary roles and responsibilities of each party in the collective stewardship of the early years system. It also acknowledges the role of the Commonwealth Government and non-government service providers as key players in achieving outcomes.

**The Department of Education and Training** supports the learning, development, health and wellbeing of Victorian children through the development of state-wide policy and the provision of funding, planning and regulation for early years services and the transition of children from early years services to schools.

**The Department of Health and Human Services** supports the health and wellbeing of Victorian children through the development of state-wide policy and the funding, planning and delivery of health, human services and sport and recreation programs and services that support children and their families. This includes through services that protect children, build family capability and address trauma.

**Local Government** has a statutory and social responsibility for planning for its local community. It supports the learning, health and wellbeing of Victorian children and families through determining policy at a local level. There are 79 local councils in Victoria. Each one of these takes a place-based approach to planning, funding and infrastructure, as well as the coordination and delivery of services for children and families.

The **Municipal Association of Victoria** has the statutory responsibility to promote the interests of local government and represents all councils.

## PRINCIPLES

17. The parties to this Compact commit to working together in new ways to improve outcomes for children and families by:
- Identifying and implementing what is working well and changing what is not
  - Using a systems- and placed-based approach to deliver well-connected, inclusive and high quality services tailored to local communities, with a particular focus on vulnerable children and families
  - Systemic sharing and analysis of information, data and evidence
  - Engaging families and children in decision making about the services and supports they need
  - Working in a transparent and mutually accountable way to design, plan and deliver on agreed priorities, respecting each party's roles and responsibilities.

## STRATEGIC PRIORITIES

18. The following strategic priorities will be the focus of collaborative efforts between the parties of this Compact:
- **Driving better outcomes** - better use of evidence and evaluation to continuously improve the planning, delivery and practice of services to drive stronger outcomes
  - **A more coherent and empowering system** - build a more consistent, capable and connected early years system that responds to families' health and wellbeing needs and preferences
  - **Stronger place-based governance and planning** - responding to the needs of local communities and Victoria's changing population
  - **Promoting early childhood** - raising family and community awareness of the importance of early childhood health, learning and development
  - **Supporting service quality** - build a quality system that supports all Victorian children and their families
  - **More inclusive services** - improve early identification and support for all children, including children at risk; vulnerable children and families; and children with health, disability and developmental needs.

## IMPLEMENTATION

19. Implementation of the strategic priorities will be achieved through Implementation Agreements and other joint activities aligned with agreed local/state government priorities. Each year these priorities will be developed in collaboration between the parties (Schedule 1, 2017) and may include the areas of:
- Child and family health and development
  - Early childhood education and care
  - Connected care
  - Place based planning.
20. Implementation Agreements will be developed as required and will be specific, detailed and establish joint accountability measures for monitoring and reporting on outcomes.



21. All Implementation Agreements will:

- outline implementation roles and responsibilities of each government partner
- directly relate to the Compact's vision, principles, outcomes, and strategic priorities
- build on existing practice frameworks and new initiatives while allowing flexibility to respond to local needs and to innovate.

## GOVERNANCE

22. A high-level Compact Board with representatives of DET, DHHS MAV and Local Government will be established to monitor and review the implementation of the Compact and related Implementation Agreements, including performance against outcome measures. This group will meet twice yearly.
23. A Compact Steering Group with representatives of DHHS, DET, Local Government and MAV will be established to provide advice to the Compact Board on the design of the Implementation Agreements and processes to support the monitoring and review of the Compact. This group will meet bi-monthly commencing February 2017 until December 2017.

## **Schedule 1 – Indicative 2017 priorities for action**

In the first year of the Compact, implementation activities may include:

- Child and family health and development
  1. Reach Agreement on the new Maternal and Child Health Memorandum of Understanding.
  2. Consolidate the statewide data base for all families (CDIS) including integrating CDIS and MCH Central.
  3. Revise the MCH Guidelines, commencing with Enhanced Maternal and Child Health, to support referrals to and linkages across the universal, secondary and tertiary service system.
- Early childhood education and care
  4. Work with councils to strengthen the capacity of kindergarten central enrolment.
  5. Promote the new Early Years Management Framework including supporting local government's stewardship role.
- Connected Care
  6. Implement actions from the review of the Early Childhood Agreement for Children in Out-of-Home Care, including ensuring there is appropriate, consistent, regular and timely sharing of data and information about children.
  7. Actively contribute to the co-design of Support and Safety Hubs.
  8. Promote increased local government membership on Child and Family Services Alliances.
  9. Strengthen access to universal services for vulnerable children and their families.
  10. Identify actions to improve local service coordination and referral pathways between maternity services community support services, community paediatric services and MCH.
- Place-based planning
  11. Undertake more active planning for long term provision of kindergarten capital.
  12. Ensure that strategic objectives and actions in municipal early years planning align with key state and regional plans such as the Victorian Government's Ending Family Violence Plan, primary prevention actions in Municipal Public Health and Wellbeing Plans and relevant priorities and actions in Children and Youth Area Partnerships.
- Compact related activities
  13. Commence the development of an Outcomes Measures Framework for the Compact.
  14. Commence the development of place-based support and coordination arrangements for the Compact.

Schedule 1 will be reviewed and updated as agreed by the signatories of the Compact.

**CHANDLER WARD****2. PROPOSED PROPERTY ACQUISITION**

A confidential report is circulated under separate cover.

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

*Coordinator Biodiversity  
(Nadine Gaskell)*

**Report Authorised By:** *Manager Financial Services  
(Dale Monk)*

*Director – Corporate Development  
(Joanne Truman)*

**ALL WARDS****3. COMMUNITY OPERATIONAL FUNDING PROGRAM 2017-18**

A confidential report is circulated under separate cover.

**Report Prepared By:** *Coordinator Community Strengthening  
(Pip Smith)*

**Report Authorised By:** *Director – Community Services  
(Kerry Stubbings)*

**4. MATTERS DEFERRED OR CONTINUED FROM PREVIOUS MEETING****4.1 NOTICE OF MOTION – NO. 51****ADOPTION OF COUNCIL STRATEGY POLICY**

(deferred from 13 December 2016 Strategic Planning Committee Meeting)

That Council:

1. Adopt the Council Strategy Policy in Appendix A.

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**Cr Lockwood**  
**Baird Ward**

**APPENDIX A****Council Strategy Policy**

Responsible Person: **The CEO**

**1. Purpose.**

The objective of this policy is to ensure that the council organisation is given a clear instruction on its responsibility regarding policy and strategy.

**2. Scope.**

This policy applies to Councillors and the council organisation

**3. References.**

## 3.1 Council Plan

- Effective Governance

## 3.2 Relevant legislation

- Local Government Act 1989

## 3.3 Charter of Human Rights

- This policy has been assessed and complies with the Charter.

**4. Definitions.**

Policy	A course of principle of action adopted by an organisation
Strategy	A plan of action designed to achieve a long-term or overall aim

**5. The Policy.**

- 5.1 The elected Council reaffirms its responsibility for policy and strategy.
- 6.2 The CEO will ensure that where council staff are unclear about a council direction during the development of a policy or strategy the policy / strategy will be referred to a Council briefing session for clarification.
- 6.3 The CEO will ensure that staff members will not unilaterally decide on a policy / strategy direction in the absence of a clear council decision.
- 6.4 Councillors should always be conscious of the need to give clear and unambiguous direction during the process of developing a policy or strategy

**5. MOTIONS FOR WHICH NOTICE HAS PREVIOUSLY BEEN GIVEN****6. URGENT BUSINESS****6.1 URGENT BUSINESS****6.2 CALL UP ITEMS**