



ERG Strategic Plan: 2018–2020

Background Statement

The Eastern Regional Group (ERG) is a representative regional body whose membership comprises the six Local Government authorities of eastern metropolitan Melbourne - Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges.

The member Councils of the ERG work in collaboration on promulgating issues of common significance, importance and priority through advocacy, marketing, promotion, research and integrated planning, on behalf of the interests of the communities of the Eastern Metropolitan Region.

Whilst the member Councils preserve their independence with regards using their own motive force to represent their respective LGA constituents, the collaboration intent of the ERG is based on building regional leverage as a cumulative motive force on issues upon which the Councils collectively agree they have substantial common interest.

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| VISION | To be a Distinct and Accepted Representative Voice on matters of regional significance for the communities of eastern metropolitan Melbourne |
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Introductory Statement

This Plan has been developed in the context of the ERG Councils expressing a willingness to collaborate on joint approaches that augment more formalised, purposeful and impactful leverage on the part of the region in respect of issues of mutual significance, importance and priority.

Statement of Purpose

The Plan has the purpose of supporting the prevailing desire and ambition of the member Councils to collectively pursue:

- ✓ Better Community Outcomes in a high demand environment; and
- ✓ Service Effectiveness and Efficiency in a resource constrained environment

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| MISSION | Pursue better community outcomes and service effectiveness on a regional level through collaborative and cumulative motive force |
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ERG Strategic Plan 2018–2020: OVERVIEW





ERG Strategic Plan: 2018 – 2020

| ERG Goals | Target Outcome | Action Required | Success Factors & Precautions |
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| <p>1. Creation of a Multi-Council Future Vision for the Eastern Region</p> <p>(IDENTITY)</p> | <p>Establishment of a high level public positioning of the ERG that clearly promotes its intention to:</p> <p>1.1 Take a region-wide view to considering opportunities that can achieve a “greater net community benefit” across the region in respect to return on capital and/or improved overall service effectiveness</p> <p>1.2 Develop common future definitions and language around concepts such as liveability, sustainability and “smart cities” with a view to more clearly and consistently articulating the region’s Advocacy, Promotion and Marketing</p> | <p>1.1.1 Overseeing the implementation of agreed nominated collaborative regional projects, issues and/or services adopted in the 3-year plan with a view to realising their potential in terms of evidence based opportunity to achieve higher order returns on capital and/or improved overall service effectiveness</p> <p>1.1.2 Development of a strategic advocacy program which is linked to and representative of the key issues being progressed regionally</p> <p>1.1.3 Drawing together relevant resources from member Councils to contribute to research, assessment & co-ordination of effort to achieve target outcomes</p> | <p>Using evaluation measures that can account as relevant for the achievement or otherwise of:</p> <ul style="list-style-type: none"> ✓ Better community outcomes ✓ Economic benefit through scale and/or capital return ✓ Enhanced likelihood of attracting greater external funding/government grants ✓ Strengthening of the single influential voice of the ERG with strong and clear messaging <p>Negative conditions to be avoided:</p> <ul style="list-style-type: none"> ❖ Duplication of work ❖ Projects that can’t be supported or achieved ❖ “Relevance deprivation” (must matter to the majority, a lot) ❖ Market competitiveness/ competing interests between Councils |



ERG Strategic Plan: 2018 – 2020

| ERG Goals | Target Outcome | Action Required | Success Factors & Precautions |
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| <p>2. Support of Whole Region Integrated Planning</p> <p>INTEGRATED PLANNING (social)</p> <p>INTEGRATED PLANNING (built)</p> | <p>2.1 Establishment of supportive processes that facilitate targeted planning across municipal boundaries with the intention of seeking out opportunities of advantage from the nominated projects in the Strategic Plan:</p> <p>2.1 Integrated Social Planning items of priority/importance</p> <ul style="list-style-type: none"> • Gambling related harm • Affordable housing funding • Family violence • Youth mental health • Community safety • Community participation • Alcohol abuse harm • Physical activity/nutrition <p>2.2 Regional integrated infrastructure planning in deemed priority areas</p> <ul style="list-style-type: none"> • Regional trails • Sport & Leisure infrastructure for growing female participation | <p>2.1.1 Overseeing the implementation/progress of the agreed nominated integrated social and infrastructure planning projects adopted in the 3-year plan with a view to realising their potential in terms of evidence based opportunity to achieve higher order returns on capital and/or improved overall service effectiveness</p> <p>2.1.2 Agreement/commitment to how the ERG can best support the integrated planning work through consideration of:</p> <ul style="list-style-type: none"> i) pooling of resources (planners) ii) joint research and information sharing iii) common operational tools/standards iv) alignment with existing plans/work being undertaken successfully by other groups across municipal boundaries | <p>Measures that can account for desired achievement or otherwise in relation to:</p> <ul style="list-style-type: none"> ✓ Better community outcomes ✓ Economic benefit through scale and/or capital return ✓ Enhanced likelihood of attracting greater external funding/government grants ✓ Strengthening of the single influential voice of the ERG with strong and clear messaging ✓ Communities engaged to understand the need for multi-LGA approaches ✓ Resource contribution from member Councils clear <p>Negative conditions to be avoided:</p> <ul style="list-style-type: none"> ❖ Duplication of work ❖ Projects that can't be supported or achieved ❖ "Relevance deprivation" (must matter to the majority, a lot) ❖ Competitive interests/tensions |



ERG Strategic Plan: 2018 – 2020

| ERG Goals | Target Outcome | Action Required | Success Factors & Precautions |
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| <p>3. Consolidation of a Single, identifiable Regional Voice</p> <p>(ADVOCACY)</p> | <p>3.1 Strengthened identity of the ERG and its acceptance as a distinct, purposeful and influential advocate on behalf of communities of the eastern metropolitan region.</p> <p>3.2 Developed high level promotion and marketing materials that closely accord with the adopted integrated planning agenda of the ERG and provide ready advocacy collateral.</p> | <p>3.1.1 Development of unified messaging to the community and to State and Federal governments, which clearly articulates and supports the selected (few) priority issues for the region in a compelling and positive way.</p> <p>This action to involve:</p> <p>a) Aggregating and refining communication materials from the selected integrated planning agenda issues to be promulgated for the region, in to a suite of tactical promotional, marketing and advocacy resources including a social media platform</p> <p>b) Devising of annual strategic advocacy schedules that pinpoint timing of “information releases” and representations during government budget and election cycles.</p> | <p>Measures that can account for desired achievement or otherwise in relation to:</p> <ul style="list-style-type: none"> ✓ Positive results achieved from successful advocacy, promotions and marketing ✓ Better community outcomes ✓ Enhanced likelihood of attracting greater external funding/government grants ✓ Strengthening of the single influential voice and identity of the ERG ✓ Communities engaged to understand the need for multi-LGA approaches ✓ Resource contribution from member Councils clear <p>Negative conditions to be avoided:</p> <ul style="list-style-type: none"> ❖ Duplication of work ❖ Projects that can’t be supported or achieved ❖ “Relevance deprivation” (must matter to the majority, a lot) ❖ Competitive interests/tensions |



ERG Strategic Plan: 2018 – 2020

| ERG Goals | Target Outcome | Action Required | Success Factors & Precautions |
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| <p>4. Enhanced Local Government Service Effectiveness and Efficiency</p> <p>(COLLABORATIVE PROCUREMENT)</p> | <p>Achievement of improved economic value and/or service benefits from exploitation of multi-Council opportunities in:</p> <p>4.1 Joint procurement activity as well as procurement innovation and improved systems and methods of supply chain aggregation/efficiency.</p> | <p>4.1.1 Oversight of nominated collaborative procurement projects in terms of recommended and agreed implementation.</p> <p>Nominated procurement projects:</p> <p>4.1.1.1 Hard waste service contracts</p> <p>4.1.1.2 Drainage & concrete category</p> | <p>Measured achievement of demonstrable savings and/or efficiencies in the undertaken joint procurement areas.</p> |
| <p>5. Enhanced Local Government Service Effectiveness and Efficiency</p> <p>(SHARED SERVICES)</p> | <p>Achievement of improved economic value and/or service benefits from exploitation of multi-Council opportunities in:</p> <p>5.1 Shared service development activity including innovation and improvement of operational systems and processes for the benefit of all stakeholders.</p> | <p>5.1.1 Oversight of the nominated shared services projects in terms of recommended and agreed implementation.</p> <p>Nominated shared services projects:</p> <p>5.1.1.1 Commonwealth Home Support Program Assessment Service;</p> <p>5.1.1.2 Procurement service function, systems and processes;</p> <p>5.1.1.3 Economic Development service function;</p> <p>5.1.1.4 Regional Libraries integration</p> | <p>Measured achievement of demonstrable savings and/or service efficiency/service effectiveness in the undertaken shared services development areas and projects.</p> |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
|--|--|---|----------------------|
| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Regional Trails Strategy that identifies infrastructure priorities</p> <p>(Integrated Infrastructure Planning)</p> <p><i>Timeframe:</i> Year 1 commencement - 2018</p> | <p>To create a world class trails destination that supports the visitor economy, and develop a network of integrated urban shared trails that support and encourage local participation in recreation and physical exercise, enhance commuter safety and promote community connectedness.</p> <p>Supporting growth in walking and cycling will encourage physical activity and health and wellbeing outcomes.</p> <p>The trail network will bring people into environmentally significant landscapes and encourage people to make modal change from vehicles to walking and cycling.</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other:</p> <p>Member Councils are participating in a joint procurement of services with the assistance of Sport and Recreation Vic. to prepare a Regional Trails Strategy. The Strategy will identify priority infrastructure needs at a regional level that will facilitate future grant funding applications.</p> | <p>Year 1</p> |
| <p>Nominator (and contact)</p> | <p>Steve Kozlowski/Glenn Patterson (Maroondah/Yarra Ranges)</p> | | |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
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| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Eastern Region Female Participation in Sports and Recreation Strategy.</p> <p><i>(Integrated Infrastructure Planning)</i></p> <p>Timeframe: Year 1 commencement – 2018</p> | <ol style="list-style-type: none"> 1. Produce an evidence based strategy to boost the region’s infrastructure capacity to better support female participation rates across municipalities. 2. Use this work as a platform to strengthen regional advocacy and grant funding opportunities. 3. Support female participation in sport and recreation to enhance health and wellbeing outcomes. | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input checked="" type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other:</p> <p>Some Councils are more progressed with individual female participation strategies than others. A crucial element of female participation is support and enhancing gender equity. A regional approach would build on this work and enhance outcomes more broadly.</p> | <p>Year 1</p> |
| Nominator (and contact) | Glenn Patterson (Yarra Ranges) | | |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
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| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Regional collaboration to address the rise of gambling-related harm and levels of exposure in schools and sporting clubs</p> <p><i>(Integrated Planning – social)</i></p> <p>Timeframe: Year 1 commencement - 2018</p> | <p>Local government is well placed to address the increasing rise and normalisation of gambling culture in sporting clubs and schools.</p> <p>Participating Councils of the ERG have been at the forefront of state-wide advocacy to restrict the proliferation of Electronic Gaming Machines in vulnerable areas and mitigate the harms of poker machines in local communities. This has led to the formation of the Alliance for Gambling Reform. A number of local projects in the EMR, including Monash Council’s CANVAS, have been dedicated to mobilising community to recognise, prevent and/or respond to gambling harm.</p> <p>It is now pertinent that the ERG set its sights on adopting a unified approach to tackle the normalisation of gambling in local sporting clubs and schools. This work needs to be undertaken to address the saturation of gambling advertising and culture.</p> <p>This current generation of young people are being exposed to levels of gambling never before seen. Local government has an important role in positioning itself on the front-foot to advocate for greater regulation to protect our local communities.</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other: Anecdotally, there already exists strong community support for minimising the increased levels of sports betting in TV advertising.</p> | <p>Year 1</p> |



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| <p>Continued</p> <p>Regional collaboration to address the rise of gambling-related harm and levels of exposure in schools and sporting clubs</p> <p><i>Proposed ERG strategy – Sporting Clubs</i></p> <p>Sporting clubs have a duty of care to their members to ensure they are not placed in circumstances and activities where they are more susceptible to gambling-related harm. Changing ingrained culture in the way clubs approach fundraising, club social functions and the relationship club members have with alcohol and gambling is an important next step in minimising gambling-related harm.</p> <p>With such a vast array of demographics and interest being drawn towards a variety of sports there is an opportunity to link in with groups that otherwise may not be reached through other support services. In capturing all sporting codes regionally, we can promote the prevention of gambling in pockets of the community that may not otherwise be a part of any other gambling programs or charters.</p> | <p>An ERG strategic project will support the rollout and delivery of</p> <ul style="list-style-type: none"> • Engagement in educational workshops: Informing clubs about Councils’ gambling prevention strategic policies and lease and licensing agreements; • Encouragement of regional-wide sign up to ‘Love the Game’ (GH); and • Providing an easy and sustainable toolkit to assist sporting clubs to create environments free from gambling harm. | <p>Sports Clubs - Evidence</p> <ul style="list-style-type: none"> • Sports betting agencies increased their revenue by 30.1% in Australia in 14/15 to \$815 million. (Deans et al, 2016). • Club members may wager more than they normally would in environments with the co-location of alcohol in these spaces (termed by the team as ‘alco-gambling’) (Deans et al, 2016). • 80% of sporting bets placed are from males. 45% of these are still being placed at local TAB venues http://www.responsiblegambling.vic.gov.au/data/assets/pdf_file/0020/32618/VRGF_infograph_SB.pdf | <p>Year 1</p> |
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| <p>Continued</p> <p>Regional collaboration to address the rise of gambling-related harm and levels of exposure in schools and sporting clubs</p> <p>Proposed ERG Strategy – Schools</p> <ul style="list-style-type: none"> Engaging in educational workshops, targeting parents and teachers about the normalisation of gambling in social media, apps and TV advertising. Equipping parent and teachers with the skills to identify and respond; Provide information to assist teachers and parents as to how to help young people understand the difference between games and gambling; Provide an easy and sustainable toolkit to assist schools to create environments free from gambling harm | <p>Gambling activities are easier to access than ever before. Teens are now more exposed to it from a younger age, which can make it hard for them to recognise potential harm. Gambling is now visible in sport, advertising, online games and social media.</p> <p>Anyone with a smartphone or tablet can gamble at any time, day or night - even if they're underage. This normalisation of gambling makes teens less likely to recognise the dangers, further increasing the risk they will gamble.</p> <p>In response to a sophisticated and predatory gambling industry, Councils play an important public health role in proactively challenging the normalisation of gambling across our communities and leading culture change initiatives.</p> | <p>Schools – Evidence:</p> <p>Young people no longer just experience gambling at a distance.</p> <ul style="list-style-type: none"> Eight in 10 teenagers have participated in some form of gambling; On average, one teen in every high school class has an issue with gambling (Victorian Responsible Gambling Foundation website) <p>Teen attitudes towards gambling are shaped by:</p> <ul style="list-style-type: none"> Advertising they see Sports they watch Their online activity including gaming What their friends are doing How their role models approach gambling (Victorian Responsible Gambling Foundation website) | <p>Year 1</p> |
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| Nominator (and contact) | Andi Diamond, CEO, City of Monash, 9518 3505 or Andi.Diamond@monash.vic.gov.au |
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ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
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| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Affordable Housing – to develop a funding model and targeted support from State Government to address the shortfall in affordable housing in the Eastern Region.</p> <p>(Integrated Planning – social)</p> <p>Timeframe: Year 1 commencement - 2018</p> | <p>Build on and update the work carried out by the Eastern Affordable Housing Alliance (EAHA) in May 2015 which identified the shortfall in affordable and social housing from 2014 to 2036 for 6 municipalities in the EMR.</p> <p>Use this work as a platform for further advocacy but more importantly to develop a regional proposal to address specific deficits in partnership with State Government and potentially Federal Government.</p> <p>Develop practical funding model for delivery</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p><u>Note:</u> EAHA already has carriage of some of this work and presented to CEO and Mayor forum in April 2017.</p> <p>This works need to be updated with the latest census and government figures and expanded to include the emerging broader definition of affordable housing (e.g. worker, cohousing and inclusive housing) and to locate the information within land use and economic drivers and responses. This would include assessing the practical planning, legal and financial instruments currently being trial/piloted to identify their application in the Eastern Region.</p> <p>Eastern Melbourne Social Issues Council has identified housing affordability as the next social issue to tackle and has had early discussions with EAHA about how to take this work forward.</p> <p>State Government engagement to focus on release of surplus sites and funding contribution to local schemes and federal engagement more focused on tax reforms and innovative financial</p> | <p>Year 1</p> |



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| <p><i>Continued</i></p> <p>Affordable Housing – to develop a funding model and targeted support from State Government to address the shortfall in affordable housing in the Eastern Region.</p> | | <p>models e.g. housing bond aggregators, housing trusts, housing co-operatives and social impact investment bonds.</p> <p>Last MAV motion sought a commitment from State Government for an additional 526 dwellings per year for 22 years from 2014 to 2036 to address a predicted shortfall of 11,580 dwellings.</p> <p>N.B. Manningham Social Housing dwellings as at 30 June 2015 – 333 (219 DHHS owned and 119 community) – projected shortfall 1570 by 2036</p> <p><i>Useful Reference documents/initiatives:</i></p> <p><i>Affordable Housing for All – Towards an Integrated Affordable Housing Strategy for Victoria – 2016</i></p> <p><i>Council on Federal Financial Relations – Innovative Financing Models to Improve the Supply of Affordable Housing – October 2016</i></p> <p><i>Victoria 30 Year Infrastructure Strategy – Need No. 7 on better access to housing for vulnerable Victorians</i></p> <p><i>Establishment of \$1bn Victorian Social Housing Growth Fund to deliver additional supply of affordable housing – announced 2017</i></p> <p><i>Homes for Victorians Strategy 2017</i></p> | <p>Year 1</p> |
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| <p>Nominator (and contact)</p> | <p>Warwick Winn, Manningham City Council</p> |
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ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

Health & Wellbeing Planning Group/Priorities

+ Approaches to H&WB Plan development across EMR Councils

| WHAT | WHY | WORK REQUIRED | YEAR |
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| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Positive Mental Health</p> <p>(Integrated Planning – social)</p> | <p>High incidence of mental health issues across the EMR particularly amongst young people. Also high rates of suicide.</p> <p>Require: increased funding for Mental Health services e.g. Headspace, prevention and counselling programs in the Eastern Metropolitan Region</p> | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |
| <p>Physical Activity and Nutrition</p> <p>(Integrated Planning – social)</p> | <p>Across the EMR high numbers of people do not participate in any physical activity, with some people undertaking no physical activity at all. The majority of people also don't consume the correct quantities of fruit & vegetables.</p> <p>Require: Funding to implement the Healthy Together Victoria initiative within the seven municipalities in the EMR, developing an integrated comprehensive prevention health system</p> <ul style="list-style-type: none"> • establishing a local health prevention workforce • programs that provide skill and support for achieving better health in the community • supporting prevention health partnerships | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 3 commencement - 2020</i></p> | <p>Year 3</p> |



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| <p>Continued</p> <p>Physical Activity and Nutrition</p> <p>Increase Community Participation</p> <p>(Integrated Planning – social)</p> | <ul style="list-style-type: none"> • community engagement and participation in determining local solutions • health messaging and social marketing, health issues, population groups and areas <p>Across the EMR there are differences amongst municipalities in regard to levels of volunteering, people participating in the life of the community, people knowing their neighbours etc. It is increasingly being acknowledged that social inclusion/people not feeling included, is a major determining factor in people’s health & wellbeing.</p> <p>Require: Development of Regional Trail Network infrastructure to enhance connectivity and increased participation (off road). Also, exploration of strategies to increase and enhance social connectedness.</p> | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |
| <p>Preventing Harm from Alcohol Use</p> <p>(Integrated Planning – social)</p> | <p>EMR statistics show that a high number of people across the region have a lifetime risk associated with alcohol consumption, as well as people being at risk from single incidences of alcohol use and short-term harm from alcohol.</p> <p>Required: Potential Legislative Change. Funding for the EMR Alcohol flagship group- projects and advocacy. Development of policies & land use planning frameworks that consider the provision of alcohol (through the MSS). Delivery of health promotion/harm minimisation initiatives.</p> | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 3 commencement - 2020</i></p> | <p>Year 3</p> |



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| <p>Family Violence, PVAW, Gender Equity</p> <p>(Integrated Planning – social)</p> | <p>High rates of family violence incidents across the EMR, with numbers increasing. Gender equity policies/statements being explored.</p> <p>Require:</p> <ul style="list-style-type: none"> Secure funding and implementation of Regional Mabels project across the region- early intervention responses to family violence within M&CH. Funding to support the implementation of the EMR Together for Equality & Respect (TFER) strategy Funding and support for the establishment of Regional Family Violence Hub. | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 1 commencement - 2018</i></p> | <p>Year 1</p> |
| <p>Increase Positive Perceptions of Community Safety</p> <p>(Integrated Planning – social)</p> | <p>According to crime statistics, the EMR is generally a very safe place to live. However, there are perceptions by segments of community’s that this is not the case e.g. perceptions of safety after dark.</p> <p>In relation to community safety associated with fires, Yarra Ranges is one of the most fire danger areas in Australia with statistics showing poor emergency preparedness.</p> <p>Require: Regional Positive communications programs to improve perceptions of community safety e.g. through the Leader etc.</p> | <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |
| <p>Nominator (and contact)</p> | | <p>Noelene Duff- Chief Executive Officer Whitehorse City Council</p> | |



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| Nominator (and contact) | Warwick Winn, Manningham City Council (Collaborative Procurement) |
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| WHAT | WHY | WORK REQUIRED | YEAR |
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| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Hard Waste Collaborative Forum</p> <p><i>Collaborative Procurement</i></p> | <p>Look at whether a collaborative procurement approach is possible across the Eastern Metropolitan region with a focus on - value for money for rate payers, improving service delivery, increasing competition in the market place, more innovation, reducing waste to landfill and determine best solution for dumped rubbish and e waste. The forum will also assist in creation of a standardised specification across the region</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p><i>Timeframe: Year 1 commencement - 2018</i></p> | <p>Year 1</p> |



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| <p>Standardising Tender Documents and Procedures</p> <p><i>Shared Service – ref. Procurement Services Function</i></p> | <p>Look at aligning procurement processes procedures and documents across the region. The aim is for a lower transaction cost for contractors tendering and quoting for Council business, allow for more collaboration between Councils in the tendering and quoting space and assist in the movement of Councils towards a more regional procurement focus.</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |
| <p>Standardising OHS and Supplier Verification Systems processes and documents</p> <p><i>Shared Service – ref. Procurement Services Function</i></p> | <p>Following on from Standardising procurement processes and procedures, this project aims to standardise the processes for identifying, maintaining and auditing key supplier documents, certificates and systems, across the Eastern Region. The objective would be to have a regionalised approach for managing supplier documents and certificates, lower Councils administration cost in managing this high risk as well as lowering transaction costs for Contractors in dealing with Eastern Metro Councils.</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input checked="" type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><i>Timeframe: Year 2 commencement – 2019</i></p> | <p>Year 2</p> |



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| <p>Drainage and Concrete Category Reviews</p> <p><i>Collaborative Procurement</i></p> | <p>Council spends a significant amount of money in upgrading and maintaining drainage. This category forum would look at how Council currently undertakes works in these categories with the aim of determining whether Council can undertake more collaborative procurement, reduce transaction costs for contractors and Councils and in the case of concreting whether the standard of contractors can be improved</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input checked="" type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p><i>Timeframe: Year 1 commencement - 2018</i></p> | <p>Year 1</p> |
| <p>Shared Procurement Resource</p> <p><i>Shared Service</i></p> | <p>Building on the Collaborative Procurement Report Appendix C Procurement 2030, developing a shared procurement model to undertake tenders, major quotes, category management and purchasing on behalf of a number of Councils. This would assist in Councils gaining greater economies of scale in procurement, economies of effort in tendering, quoting and category management, allowing Councils to compete and attract the best procurement talent and turn procurement from a transactional to a strategic function that could leverage the best procurement practices.</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input checked="" type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
|--|---|---|----------------------|
| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Commonwealth Home Support Program Regional Assessment Service that maintains local governments' role in allocation of commonwealth funded aged care service provision</p> <p>(Collaborative Shared Service)</p> <p><i>Timeframe: Year 1 commencement - 2018</i></p> | <p>Develop and operate a Regional Assessment Service (RAS) capable of attracting direct funding under the Commonwealth Home Support Program (CHSP)</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a "regional governance parent" to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other:</p> <p>Since the introduction of the Commonwealth Home Support Program, member Councils have been part of the Eastern Regional Assessment Service (RAS). The Commonwealth funds the State for assessment conducted on a regional basis. The State employs a RAS coordinator who is currently auspiced by Knox Council. A Statement of Intent has been operating recently for the sharing of staff resources among member Councils to create greater efficiencies and balance fluctuating work load. There is an opportunity for the ERG Councils to establish their bona fides as a RAS and be funded accordingly beyond 2020.</p> <p>Continue to pilot regional arrangements through an existing Statement of Intent during 2017/18 and 2018/19</p> <p>Establish bona fides as a RAS by 2019 and seek direct Commonwealth funding from 2020</p> | <p>Year 1</p> |
| Nominator (and contact) | Steve Kozlowski/Maroondah | | |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
|---|--|---|----------------------|
| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>ME Economic Development and Planning Working Group that ensures collaborative land use planning and identification of economic development priorities</p> <p>(Collaborative Shared Service/ Integrated Infrastructure Planning and Shared Economic Development function)</p> <p><i>Timeframe:</i> <i>Year 1 commencement - 2018</i></p> | <p>Operate a regional approach to economic development and planning that supports the ME Metropolitan Partnership</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other: The officer based Group was recently established to support regional efforts and the new Metropolitan Partnership to support economic development and assist in the development of an integrated land use plan as part of Plan Melbourne. The group is comprised of Directors from each Council and chaired by Maroondah’s CEO. The group currently has no formal reporting mechanism through to member Councils or to the ER Mayors/CEOs group.</p> | <p>Year 1</p> |

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|-------------------------|-----------------------------|
| Nominator (and contact) | Steve Kozlowski (Maroondah) |
|-------------------------|-----------------------------|



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
|--|--|---|----------------------|
| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>ME Regional Economic Development Group that provides a collaborative regional effort in regard to economic development work by Councils.</p> <p>(Collaborative Shared Service/ Integrated Infrastructure Planning and Shared Economic Development function)</p> <p><i>Timeframe:</i> <i>Year 1 commencement - 2018</i></p> | <p>Operate a regional approach to economic development and business support</p> | <p><input checked="" type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other:</p> <p>The group was formed in 2015 to support a collaborative effort between Councils and the State Government facilitated by the Melbourne East RDA Committee. An MoU was signed by member Councils that committed economic development officer participation in meeting regional economic development objectives. Key priorities that have been identified include:</p> <ul style="list-style-type: none"> • Business Growth and Investment Attraction – Bayswater Business Precinct Project • Communications and Investment Attraction – AboutME website and investment portal • Land Use, Economy, and Business Software Modelling – Project supported by Melbourne East RDA Committee. • Major Precinct developments in each Council area. | <p>Year 1</p> |
| <p>Nominator (and contact)</p> | <p>Steve Kozlowski (Maroondah)</p> | | |



ERG Strategic Project/Issue Nomination: 2018-2020 Strategic Plan Development

| WHAT | WHY | WORK REQUIRED | YEAR |
|---|--|--|----------------------|
| Project/Issue | Purpose/Objective | Existing Status | 1, 2 or 3 |
| <p>Regional Libraries – Develop an integrated regional library structure responsible for the operations of all libraries and library services owned by the Eastern Regional Group of Councils.</p> | <p>The eastern regional group of Council’s currently operates its library services in three separate structures, as follows:</p> <p>Eastern Regional Library Corporation</p> <ul style="list-style-type: none"> • Knox City Council (5 libraries and 1 mobile library) • Yarra Ranges Council (9 libraries and 1 flexible vehicle) • Maroondah Council (2 libraries) <p>Monash Public Library Services</p> <ul style="list-style-type: none"> • Monash City Council (7 libraries) <p>Whitehorse Manningham Libraries</p> <ul style="list-style-type: none"> • City of Whitehorse (4 Libraries) • Manningham City Council (4 Libraries) <p>In all the region has 31 library premises as well as a number of mobile and home services.</p> <p>The objective of this project would be to investigate the opportunity to reduce operational overheads and improve service delivery by merging library operations (corporations) into one regional operational entity, achieving greater economies of scale and leverage of capital investment.</p> | <p><input type="checkbox"/> Already fairly well researched and considered by regional group(s) and now at a stage of needing a “regional governance parent” to own and take forward</p> <p><input type="checkbox"/> Some work has been started on this issue within the region but still requires further collaborative effort to move forward</p> <p><input checked="" type="checkbox"/> Has been mentioned before but is still a relatively unexplored issue that requires further collaborative research/development</p> <p>Other:</p> <p><i>Timeframe: Year 2 commencement - 2019</i></p> | <p>Year 2</p> |
| <p>Nominator (and contact)</p> | <p>Tony Doyle (Knox)</p> | | |