

Request for Quotation:



Aged Care Services Review

SHIRE OF DONNYBROOK BALINGUP

Date: 24 September 2018



Strickland Park
Economics



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EXECUTIVE SUMMARY

This submission outlines that Fortis has a cohesive and complementary skilled team to deliver a quality review of Aged Care for the Shire of Donnybrook Balingup. The team has a record of achievement in reviews pertaining to aged care and for Local Government in the South West of WA.

The team is comprised of:

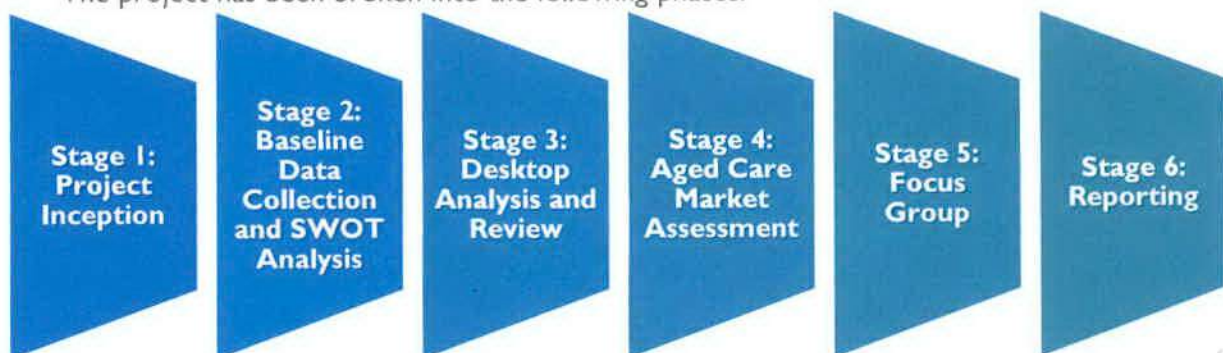
- *Mary Gurgone, Project Director*
- *John Roberts, Market and Economic Analysis*
- *John Loney, Stakeholder Engagement*
- *Kelli Pickford, Research and Report Writing*

The team approach provides assurance of depth of staffing that ensures timeliness and continuity. Also the Fortis office administrative and technology support provides the necessary infrastructure for timely follow up and coordination of meetings.

Key aspects of our approach that provide assurance include:

- *The project plan and methodology*
- *The Prince2 project management approach*
- *The risk mitigations*
- *The fortnightly project updates and brief discussions with the shire representatives*

The project has been broken into the following phases:



Based on past reviews, the Value for Money investment of \$40,850 is likely to achieve savings of more than the expenditure within a year of implementing our report recommendations.

We would be pleased to provide further information that you may require.

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ORGANISATIONAL OVERVIEW

The project will be delivered by two partners – Fortis Consulting and Strickland Park Economics. Each firm brings separate, but complementary skills and experience to this project as shown in the following overview of each organization as follows:

FORTIS CONSULTING

- *Established 2007 as an alternative to top tier firms but with a social conscience*
- *Network of over 400 consultants Australia-wide supporting private, public and NFP sectors*
- *On dozens of government and corporate panels*
- *2016 Winner of WA Government Private Sector Award for Outstanding Contribution to Multiculturalism (ahead of Woodside Energy)*

Fortis Consulting, a national consultancy with its headquarters in Perth, with a wide cross-section of clients such as the NSW Government, Department of Defence, Department for Communities, Local Government, community organisations, the University of WA and private sector organisations. Fortis Consulting has a considerable depth of experience in Aged Care, including:

- *won the Premier's Innovation Grant that resulted in an award winning program in aged care (IPAA Innovation award in 2015)*
- *awarded a state-wide role by the Australian Government to deliver aged care programs to metropolitan and regional areas since 2015*
- *awarded a national project by the Australian Aged Care Quality Agency (2014-5)*
- *awarded a national project by the Dementia Training Services Centre in 2015-2016*
- *awarded a state-wide project on behalf of Dementia Australia in 2017-2019*
- *awarded an Aged Care review project by the Christmas Island shire in 2018*
- *delivering aged care programs in local governments in the metropolitan and regional areas of Western Australia in 2016-2018.*

The Fortis Consulting approach is to coordinate, collaborate and ultimately, partner with clients. Fortis Consulting was recognised as one of the top 30 Management Consulting firms in Western Australia by the annual Book of Lists – published by WA Business News, a much-coveted ranking within the Management Consulting Top 30. In 2016, Fortis won the Multicultural Award for the private sector category from the Government of Western Australia.

Fortis stands out in that it employs only senior consultants with many years of experience and demonstrated results in those areas. As such, staff are drawn from backgrounds in consultancy, academia, community groups and public service.

Our senior leaders therefore have a strong track record in planning and managing entire programs of work from design and development through to final implementation and review.

Fortis has developed a particular focus on aged care, with national and state-wide networks and has established close partnership arrangements with a number of major providers of aged care facilities, such as Mercy Care, Brightwater Care Group, Baptistcare and Juniper (formerly Uniting Church Homes).

Fortis continues to deliver programs in aged care with a variety of local Governments such as Stirling, Melville, Northam, Katanning, Bunbury and Albany.





STRICKLAND PARK ECONOMICS

Strickland Park Economics is a Western Australian economics-based consultancy with a focus on a broad range of key socio-economic issues affecting regional WA. Our core team of experienced and motivated economists and scientists seeks to contribute to rural, regional and State development.

Our team is led by John Roberts (Director) and John Loney (Senior Associate) and has a considerable breadth of knowledge and experience across the Western Australian and Australian economies, and an in-depth understanding of various sectors in regional Western Australia.

We have ready access to economic modelling (input-output analysis and computable general equilibrium analysis), quantitative economics and survey methodologies.

We are committed to working closely with clients to deliver solutions that are practical and readily implementable. Our detailed knowledge and understanding of State and Commonwealth government processes ensures our advice takes into account the 'political realities' of any policy or project. Our extensive industry networks and professional affiliations will also assist in generating client-focused outcomes.

Our aim is to help clients 'make things happen'.

Our services include:

- *Socio-economic analysis*
- *Cost benefit analysis*
- *Economic impact analysis*
- *Stakeholder engagement and facilitation*
- *Project evaluation*
- *Feasibility studies*
- *Business cases*
- *Policy and planning*
- *Grant applications and supporting business cases*
- *Corporate governance.*





QUALITATIVE CRITERIA

UNDERSTANDING YOUR REQUIREMENTS

We understand that the Shire of Donnybrook Balingup Council is committed to an age-friendly Shire which values, supports and empowers older people – so that older people can live well, be healthy, be socially connected and live independently within the community. We note that the Shire also recognises the need to provide services and facilities to those who through economic, health or ageing issues cannot live independently within the community. In fact the Shire has been involved in delivering Aged Care Services in various forms over the past 45 years, mostly through the establishment of the Donnybrook Balingup Aged Homes Committee.

In 2017 Council adopted a 10-year Strategic Community Plan that has included the social objective of a “*Healthy safe and inclusive community*” within which Council considers medical, health and aged care services and facilities. Residents have expressed a desire for these to be further developed.

In mid-2018 Council in line with the objectives in the Corporate Business Plan (2017 – 2022), and in response to a motion raised at the Annual General Meeting of Electors held in December 2017, established an Aged Care Services Community Reference Group. This review of the Aged Care Services administered by the Shire is planned for delivery as per the Corporate Business Plan.

The reforms and changes, brought about by government policy and changing demographics, have resulted in service providers across Australia including affected Local Governments reviewing the way they provide aged care services. The Shire Council wishes to explore all avenues, analyse information and trends, engage with the community and look to understand and review the methodology, channels and appropriate structures to deliver and facilitate Aged Care Services for the community.

Shire Aged Care Services Assets

We note that the Shire’s core suite of aged care services include:

- *21 well aged units in two facilities known as Minnipup Cottages and Langley Villas;*
- *A 13 Residence Lease/Loan Retirement Village known as Preston Retirement Village;*
- *A 40 bed Residential Aged Care Facility known as Tuia Lodge which provides for both High and Low care residents in a 24/7 purpose built facility; and*
- *A number of Shire-run Cemeteries within the district.*

Service volumes for all of the aged care services are high, with some services having declined towards the start of 2016 for a period of time but, which are now at or near capacity. We note the advice provided on the actual number of individuals serviced under the Aged Care Services portfolio, the Shire’s budget shortfall (excluding Preston retirement Village) for the subsidised services in 2018/19 equates of \$41,564.

We also note that there are also a number of other service providers that provide services to Shire residents including Community Home Care, Meals on Wheels, Bethanie, Silver Chain, Baptist Care/ St Ives and a host of other independent and privately-owned services.



Also that there is also a small community owned and operated Aged Persons Accommodation site in Balingup (Vintage Home Town for Life).

Scene Setting/Context

We understand that should we be engaged, the Aged Care Services Community Reference Group wishes us to conduct a review on what services should be delivered within the Shire to create an age friendly community and what body or bodies are best suited to administer and deliver the operational requirements of those services.

During the review we will collect and consider evidence and best practice models about how the Shire can best maintain, deliver and support the current service provisions - as well as advocating and lobbying for the inclusion of further facilities within the community.

The review will examine topics such as (but not limited to) those listed in the second paragraph under the "Scope of Work" that follows.

In considering community support and health services, we will consider the Shire's future role in providing services, programs and facilities to older people post 2020 within the context of the Federal My Aged Care system, federal funding reform and changing community needs.

The review will consider and investigate a range of options, including the following:

- a) Continuation of existing Council Services to older people
- b) Expansion, growth, reduction or adaptation of existing Council services (including consideration in respect to providing home care packages)
- c) Transitioning clients of identified existing Council services to other service providers over time
- d) Establishing new or additional services, programs or facilities for older people.

Project Objective

We will meet and exceed the objective of this project: to provide the Shire of Donnybrook Balingup with a written report from our highly qualified independent and recognised industry professionals. The report shall include recommendations on what services should be delivered within the Shire to create an age friendly community and what body or bodies are best suited to administer and deliver the operational requirements of those services. We will be pleased to present our report and findings to the Aged Care Services Community Reference Group and, if required, to the Council of the Shire of Donnybrook Balingup.

Scope of Work

As a minimum, should we be selected, we will undertake the following scope of works:



The project Gantt Chart and detailed methodology to meet the requirements follow:

| Project Schedule Milestone | Date |
|----------------------------------|-------------------|
| Submission of written quotations | 24 September 2018 |
| Contract awarded | 5 October 2018 |
| Draft Report | 31 December 2018 |
| Final Report | 28 February 2019 |
| Presentation to Working Group | To be advised |
| Presentation to Council | To be advised |

We will be available to present the report, findings and recommendations to the Aged Care Community Reference Group and/or Council of the Shire of Donnybrook Balingup, including a PowerPoint (or similar) presentation. A copy of the PowerPoint presentation will be provided to the Shire. A summary copy of the report, suitable for presentation at potential community consultation sessions will also be provided within the required schedule as follows:

We understand that we would provide an electronic copy of the report in PDF and MS Word format.

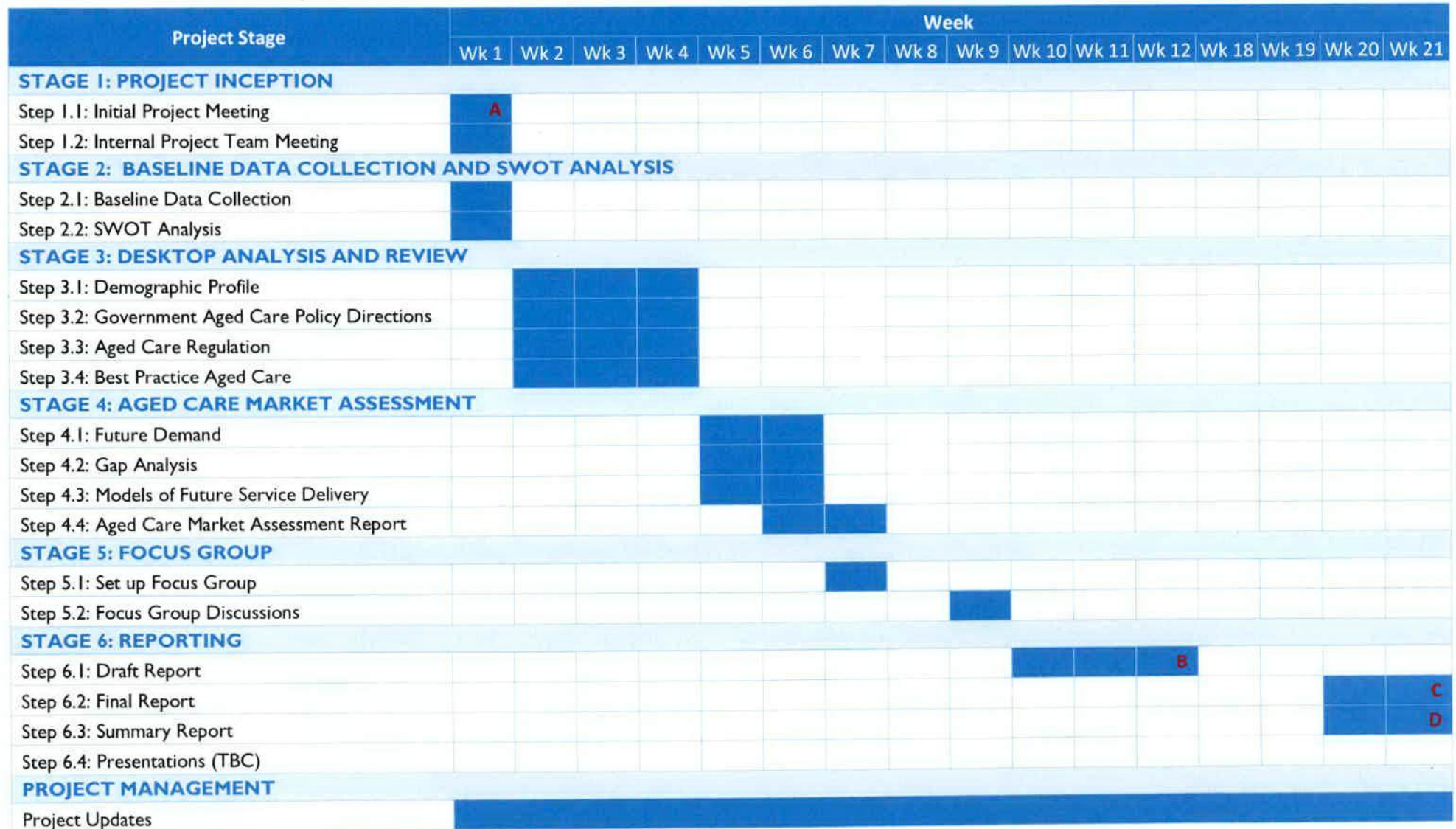
Deliverables

- Review the present Aged Care Services provided by the Shire, (on behalf of the community) identifying the strengths, weaknesses, opportunities and threats inherent in the current services.
- Consider cost-benefit implications of transferring the management of all or part of the Shire's Aged Care Services to a suitably qualified Aged Care providers.
- The financial and risk management implications of any recommendations including future short term and long term liabilities that will arise for the Shire with the current assets and services and identify if alternative options for either management or provision of these services by another entity or entities provides a more effective long term sustainable (economic, social, environmental and governance) outcome for the community Shire of Donnybrook Balingup.
- Compare the current quality of services provided to other service models of a similar scale including those provided under the governance of Local Government Authorities.
- Provide any other information considered appropriate for Council to consider as part of a comprehensive review of the Aged Care Services within the Shire.
- In conducting the scope of work, as above, we will examine topics and include information to support any recommendations or outcomes such as (but not limited to):
 - Social inclusion, social and civic participation.
 - Built environment, transport and housing including future proofing and specific needs analysis.
 - Intergenerational community support and age appropriate health services.
 - Demographic analysis including future projections/growth to 2045.
 - How any recommendations would be dealt with in the context of changes to the My Aged Care system, and federal funding reform.





PROJECT GANTT CHART & DETAILED METHODOLOGY





Detailed Methodology

The following table sets out in detail our proposed project stages outlined in the above Gantt, timescales and methodology for each stage of the project. Items in the Outputs column marked in **bold** are key deliverables for the project. Items in *italics* are for internal use only.

| Project Stage | Tasks | Outputs |
|--|--|---------------------------------|
| Stage 1. Project Inception Objective: To ensure a clear and shared understanding of the scope, methodology and administration arrangements for the project to ensure the project outcomes are delivered efficiently and to the requirements of the Shire of Donnybrook Balingup | | |
| Step 1.1: Initial Project Meeting Purpose: Meet with the Shire to finalise project details, including any amendments to the scope of works and deliverables | <ul style="list-style-type: none"> • The Fortis Consulting and Strickland Park Economics Project Team (Project Team) will meet with the Shire of Donnybrook Balingup (Shire) following award of contract to: <ul style="list-style-type: none"> ○ Clarify and confirm the terms of reference, project background, objectives and methodology ○ Briefly discuss previous reports and work undertaken and transfer of relevant reports and data to the Project Team ○ Discuss any other known reports and data sources the Project Team should investigate (noting the Project Team will also undertake desktop research to identify additional relevant reports and data) ○ Discuss project administration, billing arrangements and reporting requirements (including the timing of reporting and feedback) ○ Discuss stakeholder engagement and stakeholders to be consulted ○ Discuss project and commercial sensitivities ○ Discuss project risks and mitigation plan ○ Discuss required outputs • An Inception Report will be provided to the Shire within five (5) working days of the Inception Meeting | Project Inception Report |
| Step 1.2: Internal Project Team Meeting Purpose: To confirm the study requirements, deliverables and the roles and responsibilities of Project Team members | <ul style="list-style-type: none"> • Following the Initial Project Meeting the Project Team will meet to confirm: <ul style="list-style-type: none"> ○ Project approach ○ Required project outcomes/outputs ○ Tasks of each Project Team member ○ Timeframes for delivery (overall and for each task) ○ General in-house project administration | <i>Internal Project Plan</i> |





| Project Stage | Tasks | Outputs |
|---|---|----------------------|
| Stage 2. Baseline Data Collection and SWOT Analysis Objective: To undertake baseline data collection and a SWOT analysis to gain an understanding of the strengths, weaknesses, opportunities and threats inherent in the current aged care services provided in the Shire | | |
| Step 2.1: Baseline Data Collection Purpose: To develop an up-to-date baseline understanding of the current aged care services provided in the Shire | <ul style="list-style-type: none"> • Face-to-face meetings with relevant Shire personnel and representatives from other aged care service providers, including (but not limited to): <ul style="list-style-type: none"> ○ Community Home Care ○ Meals on Wheels ○ Bethanie ○ Silver Chain, Baptist Care/St Ives ○ Vintage Home Town for Life in Balingup ○ Other independent and privately-owned services • Confirm the suite of aged care services being delivered by the Shire, as listed in Section 5 of the RFQ • Confirm the suite of aged care services as being delivered by other aged care service providers • Determine the number of people accessing each of the services • Identify the cost to the Shire of delivery of its aged care services program • Explore the willingness of private sector providers to take over services currently provided by the Shire • The baseline data will be collated into a baseline data report | Baseline Data Report |
| Step 2.2: SWOT Analysis Purpose: To gain an appreciation of the strengths, weaknesses, opportunities and threats inherent in the current services | <ul style="list-style-type: none"> • A SWOT analysis workshop with the Aged Care Services Community Reference Group (Reference Group) and other relevant stakeholders nominated by the Shire to identify the strengths, weaknesses, opportunities and threats inherent in the current services <ul style="list-style-type: none"> ○ It is proposed the workshop be held in the Shire Offices in Donnybrook (if possible) at a time convenient to the Shire and Reference Group members ○ The workshop is expected to run for 3 hours, including a break (15-20 minutes) ○ The Shire will provide a list of other stakeholders who should participate in the workshop ○ The Shire will provide the Project Team with the contact details of the Reference Group members and other stakeholders identified to attend the workshop | SWOT Analysis Report |





| Project Stage | Tasks | Outputs |
|---|--|---|
| | <ul style="list-style-type: none"> ○ the Project Team will send out invitations to the workshop via email • The results of the SWOT analysis will be collated into a SWOT Analysis Report and distributed to participants for comment. Comments will be incorporated into a final version of the SWOT Analysis Report | |
| <p>Stage 3. Desktop Analysis and Review Objective: To develop an understanding of demographic trends, government aged care policy and the aged care regulatory regime that will influence the demand for and delivery of aged care services in the Shire</p> | | |
| <p>Step 3.1: Demographic Profile</p> <p>Purpose: To develop an understanding of the demographic profile of the Shire</p> | <ul style="list-style-type: none"> • Development of a demographic profile of the Shire population, including: <ul style="list-style-type: none"> ○ Total population by age and sex, Aboriginality and ethnicity ○ Estimated future population growth by age and sex ○ Age distribution (this will be compared with metropolitan Perth and WA) • Sources of data will include: <ul style="list-style-type: none"> ○ Australian Bureau of Statistics (ABS) (2016). Census of Population and Housing ○ Western Australian Planning Commission (2015). Western Australia Tomorrow, Population Report No. 10, Medium-term Forecasts for Western Australia 2014-2026 and Sub-regions 2016-2026 ○ Western Australian Planning Commission (2015). Western Australia Tomorrow, Population Report No. 9, Long Term Population Forecasts for Western Australia, 2031 to 2061 • The results will be presented in textual and graphical form | <p><i>A demographic profile of the Shire</i></p> |
| <p>Step 3.2: Government Aged Care Policy Directions</p> <p>Purpose: To develop an understanding of Commonwealth and State aged care policies and their relevance to the future delivery of aged care services in the Shire</p> | <ul style="list-style-type: none"> • A targeted desktop review of relevant aged care policy documents and reports to determine their relevance to the Shire's provision of aged care services <ul style="list-style-type: none"> ○ A key reform is the transition of WA HACC services for older people to the Commonwealth Home Support Programme (CHSP) from 1 July 2018. This will enable the Commonwealth to have full funding policy and operational responsibility for the delivery of aged care services nationally • The suite of Commonwealth reforms can be found at the following link https://agedcare.health.gov.au/aged-care-reform | <p><i>An overview of aged policy at the Commonwealth and State levels</i></p> |





| Project Stage | Tasks | Outputs |
|---|---|--|
| | <ul style="list-style-type: none"> The Productivity Commission's 2011 <i>Inquiry into Caring for Older Australians</i> provides background to many of the reforms being implemented The desktop review will be followed by consultation with key Commonwealth and State government officials responsible for aged care to clarify any issues identified in the desktop review | |
| <p>Step 3.3: Aged Care Regulation</p> <p>Purpose: <i>To develop an understanding of Commonwealth and State aged care regulatory regimes likely to affect the future delivery of aged care services in the Shire of Donnybrook Balingup</i></p> | <ul style="list-style-type: none"> A targeted desktop review of relevant aged care legislation to confirm the current regulatory regime applying to the delivery of aged care services <ul style="list-style-type: none"> The key legislation is the <i>Aged Care Act 1997 (Cth)</i> A summary of the key legislation can be found at https://agedcare.health.gov.au/publications-and-articles/legislation <i>The desktop review will be followed by consultation with key Commonwealth and State government officials responsible for aged care to clarify any issues identified in the desktop review</i> This step relates to Step 2 and they will be undertaken concurrently | <p><i>An overview of the aged care regulatory regime</i></p> |
| <p>Step 3.4: Best Practice Aged Care</p> <p>Purpose: <i>To develop an understanding of best practice in the delivery of aged care services</i></p> | <ul style="list-style-type: none"> A combination of desktop review and consultation with peak industry bodies and aged care service providers (listed above) to identify and understand best practice in contemporary aged care service delivery in other similar jurisdictions (e.g. small local governments in regional areas) and elsewhere. Organisations to be consulted will include (but not be limited to): <ul style="list-style-type: none"> National Aged Care Alliance (NACA) Council on the Aging Australia (COTA Australia) Leading Age Services Australia (LASA) Aged and Community Services (ACSA) WALGA Aged care service providers listed above (this will be discussed under Step 2.1 – Initial Consultation) | <p><i>An overview of best practice in aged care service delivery</i></p> |
| <p>Stage 4. Aged Care Market Assessment Objective: To investigate the future demand for and delivery of the various types of aged care services in the Shire of Donnybrook Balingup</p> | | |
| <p>Step 4.1: Future Demand</p> <p>Purpose:</p> | <ul style="list-style-type: none"> Drawing on the baseline data, the demographic analysis and the outcome of the SWOT analysis, undertake a needs analysis to estimate the likely demand for the different types of aged care services in the Shire through to 2045 | <p><i>Estimated demand for different types of aged care services</i></p> |





| Project Stage | Tasks | Outputs |
|---|--|---|
| <p>To determine the expected future demand for the range of aged care services through to 2045</p> | <ul style="list-style-type: none"> This analysis will be conducted within the context of Federal Government policy directions for aged care (e.g. residential versus non-residential care, government versus private provision of aged care services) | |
| <p>Step 4.2: Gap Analysis</p> <p><i>Purpose:</i> To identify potential gaps in aged care service delivery into the future</p> | <ul style="list-style-type: none"> Compare the future demand for different types of aged care services against existing service provision to identify potential gaps in aged care service delivery into the future | <p><i>Gap analysis</i></p> |
| <p>Step 4.3: Models of Future Service Delivery</p> <p><i>Purpose:</i> To identify options for future aged care service delivery in the Shire of Donnybrook Balingup</p> | <ul style="list-style-type: none"> Identification and financial evaluation of options for future service delivery, including (but not limited to): <ul style="list-style-type: none"> The business case for on-going Shire delivery of aged care services as against private sector provision of those services, including consideration of the resource implications and social and community aspects of private sector ownership and/or delivery Various types of business/legal entities that could be considered for private sector involvement in existing Shire aged care services (e.g. sale, lease) and new facilities (e.g. build own operate transfer) Opportunities for establishing new or additional services, programs or facilities for older people and who should provide those services will be explored Consideration of the balance between delivery of home care services as against the provision of aged care accommodation The analysis will include consideration of the implications of any changes for individuals involved and the financial and risk management implications, including short and long term liabilities that could arise for the Shire Each option will also take into account: <ul style="list-style-type: none"> Social inclusion and social and civic participation Infrastructure needs, including transport, housing and care/respite facilities Intergenerational community support and age-appropriate health services | <p><i>Options for future aged care service delivery</i></p> |
| <p>Step 4.4: Aged Care Market Assessment Report</p> <p><i>Purpose: To prepare an aged care market assessment report</i></p> | <ul style="list-style-type: none"> Consolidation of the outputs from Steps 4.1 to 4.3 in this stage into a concise report to be used in focus group meetings described in the next Stage This report will be provided to the Shire for review and comment | <p><i>Market Assessment Report</i></p> |





| Project Stage | Tasks | Outputs |
|---|---|-------------------------------|
| Stage 5. Focus Group Objective: To use a focus group to review and validate the findings of the aged care market assessment | | |
| Step 5.1: Set up Focus Group Purpose: To establish a focus group to review and validate the findings of the aged care market assessment report | <ul style="list-style-type: none"> The Project Team, in conjunction with the Shire, will identify suitable participants (including contact details) for the focus group discussions: <ul style="list-style-type: none"> Shire personnel and private sector providers (the service providers) Reference Group (representing existing and potential users) Each focus group will have up to 15 participants The Project Team will send out invitations to the participants for the focus group meeting at least two weeks before the date they are to be held | Establishment of Focus Groups |
| Step 5.2: Focus Group Discussions Purpose: To discuss the findings of the market assessment report | <ul style="list-style-type: none"> The focus group meeting will run for around 2-3 hours Participants will be broken into three groups, each facilitated by a Project Team member Participants will be provided with a copy of the Market Assessment Report at least one week prior to the focus group meeting Participants will also be provided with a list of questions prepared by the Project Team A report on the focus group discussions will be prepared and provided to participants | Focus Group Report |
| Stage 6. Reporting Objective: To prepare a clear and concise report that meets the needs of the Shire of Donnybrook Balingup | | |
| Step 6.1. Draft Report Purpose: To prepare a Draft Report outlining key findings and recommendations | <ul style="list-style-type: none"> The findings of the study will be incorporated into a clearly written and comprehensive Draft Report The Draft Report will be submitted to the Shire for review and comment as a MS Word document by 31 December 2018 | Draft Report |
| Step 6.2. Final Report Purpose: To prepare and submit the Final Report | <ul style="list-style-type: none"> The Shire's feedback on the Draft Report will be incorporated into a Final Project Report The Final Report will be submitted to the Shire for sign-off by 28 February 2019 The Final Report will be provided as an electronic copy in PDF and MS Word | Final Report |
| Step 6.3. Summary Report Purpose: | <ul style="list-style-type: none"> A summary report suitable for presentation at potential community consultation sessions will be prepared and provided to the Shire | Summary Report |





| Project Stage | Tasks | Outputs |
|--|--|-----------------------------|
| <p><i>To prepare a summary report for presentation at community consultation sessions</i></p> | | |
| <p>Step 6.4. Presentations</p> <p><i>Purpose:</i> <i>To make presentations on the Final Report to the Reference Group and/or Council</i></p> | <ul style="list-style-type: none"> • The Project Team is available to present the report findings and recommendations to the Reference Group and the Council of the Shire of Donnybrook Balingup • The presentations will be in MS PowerPoint • Copies of the PowerPoint presentation will be provided to the Shire | <p>Presentations</p> |





PAST EXPERIENCE & PERFORMANCE

Fortis Consulting

The following is a list of projects recently completed by Fortis Consulting under the direction of Mary Gurgone as Project Director. These projects demonstrate our experience in aged care services, programs, policies and reviews at national, State and local levels both in metropolitan and regional areas.

Further examples of project experience are listed in the CVs below.

Project: Partners In Culturally Appropriate Care Program-PICAC (2015-current)

Client: Department of Health (Australian Government)

The Australian Government wishes to provide ongoing support to aged care service providers to provide equitable access to quality care to people of Culturally and Linguistically Diverse (CALD) backgrounds. One organisation in each state is awarded a contract through a competitive process to deliver the support both in the metropolitan and regional areas.

Fortis Consulting has been awarded the contract for Western Australia in 2015 and has continued to deliver the support to aged care providers including Local Governments, large and small providers of aged care. The program was developed based on research on best practice, research and analysis of the current situation in WA, a gap analysis (between best practice and the current situation) and strategies to deliver the desired objectives within the budget provided.

All programs delivered have included an evaluation. Just in the last six months, Fortis delivered programs to 15 organisations including 5 regional sites which has an overall 90% response rate and 88% rating as excellent and a 12% rating as good with no average and poor ratings. This is representative of the pattern of evaluations throughout the delivery of the program since 2015.

Outcome: The Australian Government represented through the Department of Health is satisfied with the Fortis performance and has continued to award the program to Fortis since 2015.

Project: Strategic National Review of Aged Care Services Providers' Inclusiveness

Client: Dementia Training Services Centre-DTSC (Curtin University) (2015-2106)

DTSC charged Fortis Consulting to identify providers in four states to participate in the review, conduct the review and report on it. The review included implementation of an improvement model which was trialled, evaluated, and reported.

Providers included rural sites as well as metropolitan ones.

Outcome: The report was well received by our client who asked us to write an article for the Australian Journal of Dementia Care published in Dec 2017-Jan 2018.





Project: Dementia Support Programs State-wide (2017-2019)

Client: Dementia Australia (DA)

Fortis Consulting was awarded the delivery of a program State-wide to improve responses to dementia by organisations and individuals. The program has been delivered to 5 Local Governments in remote and regional areas and 7 metropolitan sites of which 3 are Local Government sites.

The evaluations have been outstanding with such comments as "*Inspired by the end of program presentation - interesting and informative*".

Outcome: Fortis continues to be awarded the program and delivers the program to rural Local Governments as well as other providers of care.

Project: Aged Care Leadership Development (2014-2015)

Client: Australian Aged Care Quality Agency (AACQA)

Fortis Consulting was awarded the delivery of a program national program to review and analyse the development needs of leaders in aged care provision. Having completed the analysis, a suitable development program was developed, delivered and evaluated around the nation before a program became available to aged care providers through AACQA.

The evaluations were consistently strongly supportive.

Outcome: The program has continued to be offered by AACQA as it has proven its worth with providers.

Project: Multicultural Action Plan(2014-2015)

Client: City of Belmont (CoB)

Fortis Consulting was awarded the development of a Multicultural Action Plan for CoB which included:

- *Regular reporting to the Culturally and Linguistically Diverse(CALD) Reference Group (RG)*
- *Gathering quantitative data about the composition and trends in the CoB population*
- *An extensive Literature Review to identify good practice national and internationally*
- *Multi-faceted community engagement strategies (survey, focus groups, interviews)to obtain a snapshot of services available as well as gaps in services and the perspectives of the different stakeholders*
- *Analysis of the quantitative and qualitative information gathered, cross-referenced to the the CoB Community Plan and Business Plan*
- *Develop options in discussion with CoB representatives and provide opportunity for input by the RG.*
- *Refine and provide to CoB to integrate into their planning processes.*

The evaluations by participants of all consultations conducted were outstanding.

Outcome: The Multicultural Action Plan continues to form a strong aspect of the CoB Community Action Plan.





Strickland Park Economics

The following is a list of projects recently completed by John Roberts and John Loney as Strickland Park Economics. These projects demonstrate our experience in economic policy analysis and stakeholder engagement across a broad range of issues relevant to the social and economic fabric in the south west region of WA.

Further examples of project experience are listed in the CVs below.

Project: Great Southern Region and South West Region Sludge and Biosolids Market Study (2018)

Client: Water Corporation

The Water Corporation (Corporation) operates 18 wastewater treatment plants (WWTPs) across the Great Southern Region (GSR) and 21 across the South Western Region (SWR) of Western Australia, and produced around 24,000 tonnes of wet unstabilised dewatered waste activated sludge from those plants in 2016/17.

Strickland Park Economics in association with Dr Paul McLeod (Economic Research Associates) and Bill Marchbank (Bill Marchbank Waste Management Services) was appointed by the Corporation to undertake a study of the potential markets for sludge and biosolids produced from WWTPs in the GSR and SWR. Specifically, the overall aim of the study was to provide the Corporation with an understanding of the nature and extent of the market for sludge and biosolids in the GSR and the SWR to inform capital investment decisions.

The report identified several potential markets for sludge, mainly existing commercial composting companies and waste-to-energy companies.

Outcome: A report has just been accepted in full by the Corporation.

Project: Western Australian Potato Industry Development Strategy (2018)

Client: Western Australian Potato Growers' Association (PGA)

Strickland Park Economics was engaged by the WA Potato Growers' Association to prepare an Industry Development Strategy for the WA potato industry. The Strategy sets out a clear path forward for the industry and identifies plans for its implementation. It is based on extensive research, consultation and feedback from industry stakeholders.

The Strategy provides a profile of the WA potato industry and an analysis of the key issues impacting the industry and matters that need to be addressed to achieve a sustainable industry into the future.

The way forward is presented in terms of a vision and mission for the industry followed by objectives, strategies and actions.

Outcome: The Strategy has been well received by the PGA and the Department of Primary Industries and Regional Development (DPIRD) and implementation of key aspects are expected to commence shortly.



Project: Assessing the Benefits to Agriculture and Western Australia of an X-Ray Irradiation Plant for Flash Treatment of Produce and Products (2017/18)

Client: Department of Primary Industries and Regional Development (DPIRD)

A potential barrier to increasing exports of WA produce are the biosecurity and phytosanitary regulations in interstate and international markets. DPIRD commissioned Dr Francis DeLima and Strickland Park Economics to undertake a pre-feasibility study to assess the benefits to agriculture and WA of an x-ray irradiation plant for flash treatment of produce and products. Dr DeLima focussed on the technical aspects of the project and Strickland Park Economics carried out extensive consultation and the feasibility study.

The project involved a detailed desktop study of the scope and extent of the issues, concerns and requirements that would impact on the potential deployment of irradiation treatment facilities in WA, including a review of the current state of irradiation science and technology available in Australia and overseas. Extensive consultation was undertaken with key people involved in WA, nationally and internationally.

Information was collected on the investment in plant and equipment required, types of technologies to be deployed, types of produce and products to be treated, relevant legislation, safety standards, consumer acceptance, user interest and the costs and benefits of irradiation technology as a multi-faceted investment. This provided the necessary data required to assess the project viability.

Outcome: The project report was accepted by DPIRD and provided a succinct and understandable distillation of knowledge around irradiation and has been used by DPIRD in the preparation of a budget submission.

Project: Replacement of Boyanup Saleyards (2017)

Client: Western Australian Meat Industry Authority (WAMIA)

Deloitte Access Economics (Deloitte) was engaged by the Western Australian Meat Industry Authority (WAMIA) to assess the future need for a livestock facility in the South West of Western Australia to replace the Boyanup saleyards. Strickland Park Economics was sub-contracted to Deloitte to undertake the consultation phase of the project.

Extensive consultation with a range of stakeholders involved in the South West cattle industry was carried out via face-to-face and telephone interviews. Those consulted included local government authorities, livestock selling agents, livestock transport companies, live exporters, individual beef and dairy farmers, government agencies and peak industry associations.

Outcome: The report on the consultation formed an integral part of Deloitte's final report to WAMIA.





Project: WA Open for Business – Investment Ready Regulatory Pathways for Agriculture Projects (2017/18)

Client: WA Open for Business - Department of Regional Development (now part of DPIRD)

Working through the regulatory approval pathways for new agricultural projects can be challenging, particularly for projects on land held under pastoral lease. The project was designed to help agriculture and food businesses, investors, agri-business advisors and regulatory agencies navigate their way through those processes. The project output requirements were:

- *The provision of a summary level guide for the regulatory requirements that underpin agriculture and agri-food industries*
- *An outline of regulatory concepts with information linkages that assist investors seeking opportunities and projects seeking investment*
- *The provision of a framework that assists with regulatory planning in the context of pre-feasibility studies and business case development.*

The project called for an extensive review of the vast range of appropriate legislation; a study of the various reviews carried out by a number of the Departments involved in the approval process; extensive consultation with leaseholders, private sector companies and consultants involved with preparing applications for agricultural development projects; and the preparation of a report requiring extensive diagrams and examples of sequential processes, supported by explanatory text.

Consultation and the gaining of informed feedback on how the process currently worked and how it might be improved was the key element in the work undertaken. Face to face meetings were held wherever possible with a number of telephone interviews carried out in regions outside metropolitan Perth. The client indicated approval of the nature and extent of the consultation process.

Outcome: The report was presented to the Senior Officers Group and to the Steering Committee before being accepted by the client Department itself. Key sections of the information presented have been placed on DPIRD's website so it can be accessed by all potential investors.

Project: An independent review of the Intergovernmental Oceanographic Commission Perth Programme Office (IOC PPO) (2016)

Client: IOC PPO

The IOC PPO was established in December 1998 under a tripartite agreement between the Western Australian State Government, the IOC, and the Bureau of Meteorology (BoM) and is part of the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

The IOC PPO is funded in five-year tranches, and a formal assessment of the Perth Programme Office was due to be carried out by the above three stakeholders on 29 September 2016.

IOC PPO appointed Strickland Park Economics (John Roberts and John Loney) and ERA (Dr Paul McLeod) to undertake an independent review of the value it provides to its stakeholders prior to that formal assessment. This required an initial examination and distillation of the vast complex of international agreements and legislative requirements under which the IOC must operate. Only then, could the review determine the extent to which the Perth Office was meeting the following eight performance objectives set under the funding assistance agreement with the Western Australian Government:



- *The scientific/technical value of the scale of research which the PPO's programs and activities facilitate or catalyse State and Australia-wide research interests*
- *The scientific strategic value that the IOC PPO programs and activities facilitate as a result of their links to research institutions, government agencies and NGOs around the region and globally*
- *The direct and indirect economic value (to the extent that such a quantitative assessment is possible) of the IOC PPO for WA/Australia, including the leveraged value in terms of meetings and conferences held in Perth as a result of IOC PPO's facilitation*
- *The geo-political strategic value of the IOC PPO to broader WA and Australian interests, particularly in field of foreign relations and the 'Blue Economy'*
- *The future value of the establishment of an official UNESCO Office in Perth in the context of the prospective UNESCO-Australian Government 'Treaty'.*

Outcome: The report was presented to the full Steering Committee and accepted in full. We understand the IOC PPO received the following five year tranche of funding.

Project: South West Potato Industry Options Study (2015/16)

Client: South West Development Commission

The background to the project was that Smith's, the major potato crisp manufacturer in Western Australia, taking approximately 10,000 tonnes of potatoes per year, mainly from the South West region, had announced it would close by mid- 2016.

Strickland Park Economics was awarded a contract to estimate the impact of this closure on potato growers and to identify opportunities that would ameliorate this impact. The project involved extensive consultation with potato growers, other industry stakeholders, including transport operators, machinery and fertiliser suppliers, as well as local government.

The role was to manage the stakeholder engagement process and contribute to the socio-economic analysis and potential project identification. This required the key individuals to be identified; a questionnaire to be prepared; face-to-face meetings held; and two workshops facilitated. The information was analysed, impacts listed and industry opportunities developed. Work continued seeking out new project opportunities involving detailed feasibility analysis. Several trips were undertaken to the South West, grower feedback obtained, potential projects examined and a draft report was circulated prior to preparation of the final report.

Outcome: The report was very well received by both the client and the grower group.





CURRENT CAPABILITY

Fortis Consulting in collaboration with Strickland Park Economics brings together the capabilities required to deliver the project on time to the quality required with the necessary depth of staff to ensure appropriate risk management. The Project team will consist of:

Project Director: Mary Gurgone

Mary will be responsible for contractual negotiations, Client communication (including presentations), project coordination and management, risk mitigation and quality control.

Aged Care Senior Consultant: Kelli Pickford

Kelli will be responsible for the research and coordinating all data collected into the final report.

Stakeholder Engagement and Market/Economic Analysis

John Loney and John Roberts will be responsible for the stakeholder engagement and the market and economic analysis.

Administrative Support

Fortis has a well-appointed office with the required technology and administrative support staff to ensure that all project appointments and follow-up activities are completed efficiently as required.

Project Management

PRINCE2 Project Management tools will be applied by an experienced team of senior consultants who have highly developed skills in coordinating seamlessly to achieve project outcomes. (See Attachment 1)

Risk Mitigation

A checklist of key risks and mitigations will be discussed at the inception meeting and monitored throughout the project. (See Attachment 2)

Reporting

We will provide a fortnightly report of progress against the agreed plan, along with a brief phone call to discuss any issues, thus ensuring open lines of communication.



MARY GURGONE

National Director, Fortis Consulting

CV Summary

Mary is a leader in aged Care programs both as the Director of the Western Australian Partners in Culturally Appropriate Care and invited speaker at a number of national and international conference (e.g. the fifth national conference on Elder Abuse; the international Metropolis Conference). Her public sector experience spans education, training, audit, evaluation and policy roles. Since joining Fortis Consulting in 2009, she managed the rapid growth, business diversification, partnership development and organisational change that led Fortis Consulting to be identified as one of the top 30 consulting businesses in WA (<http://www.fortisconsulting.com.au/latest-news/fortis-consulting-debuts-in-book-of-lists-top-30>).

Current Roles and Responsibilities

National Director at Fortis Consulting, Immediate past Chair of the Zonta House Women's Refuge and Director on the Board of the National Accreditation Authority for Translators and Interpreters (NAATI).

Employment History

| Dates | Organisation | Position |
|--------------|---|---|
| 2008-current | Fortis Consulting | National Director |
| 2004 – 2008 | Department for Communities | Director, Policy and Planning |
| 1998 – 2004 | Central TAFE | School Director |
| 1997 – 1998 | Stanton Partners | Senior Consultant |
| 1994 – 1997 | Women's Policy Office | Manager, Strategic Planning & Development |
| 1992 – 1994 | Department of State Services | Manager, Audit and Evaluation |
| 1991 – 1992 | Main Roads Department | Manager, Education & Org. Development |
| 1978 – 1991 | TAFE Colleges & Department of Training | Senior Lecture, Curriculum Developer & State-wide Study Area Leader |

Qualifications

Master of Bus; Grad. Dip. in Bus. Admin. (Education); BA English and Italian; Teacher's Higher Cert.; Interpreter and Translator (NAATI), Graduate AICD, and Cert. IV in Training & Assessment.





Project Experience

Mary has directed all the projects listed. The following examples illustrate capacity to undertake reviews similar to the one required by the Shire of Donnybrook.

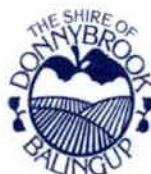
Strategic Review of the Aged Care Sector Requirements in WA- Mary was responsible for reviewing the Partners in Culturally Appropriate Care (PICAC) Program in order to identify the areas of need in the new PICAC Program.

Aged Care Roadmap for Christmas Island – This project has required a review of aged care on Christmas Island including engagement with key aged care stakeholders to develop a Roadmap for Aged Care Services on Christmas Island to achieve the outcomes set out by the Review.

State-wide Strategy for Women's Health & Wellbeing -Fortis Consulting researched and consulted state-wide to develop an implementation strategy that had wide acceptance for the *Women's Matters: A 10 Point Plan of Action for Western Australian Women's Health and Wellbeing (2011 – 2015)*. In less than five months with consultations including Aboriginal communities in the Pilbara and Kimberley, a strategy was developed that had strong community support and its implementation was funded by Lotterywest.

Establishing the Association for Culturally Appropriate Services – Mary has led the development of partnerships between CALD communities and ethnic specific aged care services. The Association provides the opportunity to CALD aged care providers to share their expertise among members at cost price and to seek to provide support to isolated CALD elderly living in remote and regional areas.





JOHN ROBERTS

Director, Strickland Park Economics

CV Summary

John is Director of Strickland Park Economics and a highly experienced economist with extensive skills and experience in project and program evaluation, economic analysis, stakeholder engagement and consultation.

John's considerable experience has been gained across several WA government agencies, including the Departments of Agriculture and Food, Water, Resources Development, State Development and the Water Corporation and covers a range of industry sectors.

In addition, he has the benefit of over 15 years consulting experience gained previously in key consulting firms ACIL Tasman, GHD and AEC Group. He is currently Director of Strickland Park Economics.

Employment History

| Dates | Organisation | Title |
|----------------|--|---|
| 2015 – Current | Strickland Park Economics | Director |
| 2013 – 2014 | AEC Group | Senior Consultant |
| 2010 – 2012 | GHD | Principal Economist |
| 2007 – 2009 | WA Department of Water | Project Director, Water Law Reform |
| 2003 - 2006 | ACIL Tasman | Senior Consultant |
| 2000 - 2002 | Water Corporation | Consultant Project Manager, Irrigation Reform |
| 1998 - 1999 | Centre for Legumes in Mediterranean Agriculture (UWA) | Business Manager |
| 1995 - 1998 | Water Corporation | Manager, Commercial Development |

Education and Credentials

B Sc (Agric), B Ec (Hons), M Ec





Project Experience

John has undertaken numerous analyses requiring the application of a range of economic techniques including benefit cost analysis, non-market valuation, benefit transfer, economic impact analysis, multi-criteria analysis and demand analysis. Many of these studies have related to the preparation of business cases for the establishment of new enterprises in regional areas of Western Australia. Some have been in the aged care sector.

Recent relevant examples include:

- Assessment of accommodation needs in Tom Price, Onslow and Paraburdoo in the Shire of Ashburton for the Pilbara Development Commission
- *A business case for the establishment of a wellness and lifestyle centre in Manjimup for Manjimup Home and Community Care for the Shire of Manjimup*
- *A business case for the establishment of a lifestyle and retirement village in Augusta for the Shire of Augusta-Margaret River*
- *Establishment of a lifestyle village and community farm in the Shire of Chapman Valley for the Shire of Chapman Valley*
- Business cases for expanding mobile phone coverage and weather radar across WA's agriculture sector for the WA Department of Agriculture and Food
- Agricultural enterprise investment needs strategy for the Shire of Moorabool (Victoria)
- Structure and governance of Recognised Biosecurity Groups for the WA Department of Agriculture and Food
- Business case for the establishment of an integrated agricultural research centre in WA for the WA Department of Agriculture and Food
- Feasibility study for the establishment of a wine centre in the Great Southern Region of WA for the Great Southern Development Commission
- *Business plan for the development of the Quannup Pastoral Lease for the Shire of Nannup*
- *Economic development strategy for the Esperance region for the Goldfields-Esperance Development Commission.*





JOHN LONEY

Senior Associate, Strickland Park Economics

CV Summary

John is an experienced professional, with skills and achievements across a wide range of sectors and agencies including water policy, natural resource management, forestry policy and planning, socio-environmental impact analysis, Indigenous policy and stakeholder management, and industry and trade development. John has represented Western Australia based in Sydney and then in Canberra and has also represented Australia as a Trade Commissioner in Cairo and Milan. This has provided particular skills in stakeholder engagement, economic and policy analysis and cross-government negotiation and liaison at all levels.

Current Role and Responsibilities

Since leaving government, John has undertaken several consultancies with Strickland Park Economics, including the provision of advice on the future of the Gnangara Groundwater System water supply arrangements; as part of a small team, carrying out interviews and making recommendations for the amalgamation of national and international mining interests, a review of the performance of the Perth Program Office of the International Oceanographic Commission of UNESCO, and an analysis of regional development opportunities to remediate the situation for those potato growers affected by the closure of a key manufacturing facility.

Prior Roles

| Dates | Organisation | Title |
|----------------|---|--|
| 2015 – Present | Strickland Park Economics | Senior Associate |
| 2014 – Present | Fortis Consulting | Associate Director |
| 2011 – 2014 | Department of Parks and Wildlife | Principal Policy and Projects Officer |
| 2006 – 2011 | WA Department of Water | Director Strategic Policy and Water Services |
| 2004 - 2006 | Department of Agriculture and Food | Director Natural Resource Management Office |
| 2001 - 2003 | Office of the Minister for Environment | Director Forest Policy Implementation Office |

Education and Credentials

B Science; B Economics, Graduate Diploma Administration;

John has also completed the Australian Institute of Company Directors course, providing a background in governance and compliance matters.

Project Experience

John has managed a number of significant projects with particular emphasis on the examination of regional socio-economic effects and potential remedial actions that could be taken, e.g.





- Directed the introduction of the Governments 'No logging of old-growth forests' policy, which coordinated the roles for a number of government department, and required the establishing of several focus groups to identify the effects on retail businesses, employment, and business closure
- Prepared the Environmental Scoping Document and directed both the socioeconomic impact assessment and the Indigenous Stakeholder management process for the current Forest Management Plan
- Led the development of the State's water reform program, which has resulted in the introduction of new water services legislation with work still ongoing for new water resources legislation
- Chaired the Gngangara Coordinating Committee, which provided to the Minister the draft Gngangara Sustainability Strategy, designed to ensure sustainable water and land management for the Gngangara System.
- Examined regional development opportunities to remediate the situation for those potato growers in the South West Region affected by the closure of a key manufacturing facility.
- Reviewed the performance of the Perth Program Office of the International Oceanographic Commission of UNESCO, in preparation for their budget submission



KELLI PICKFORD

Senior Consultant

CV Summary

Kelli is an accomplished and driven professional. Dedicated to delivering business results, she has proven ability to deliver at both a strategic and operational level with a strong work ethic, committed to the achievement of shared goals and collaboration. An inspirational leader and team player with excellent interpersonal and communication skills, Kelli builds credible and sustainable relationships at all levels. Key areas of expertise include Learning and Development, Organisational Change, Performance Management, Coaching and Leadership. Key attributes Kelli offers includes:

- *Ability to translate strategic vision into operational priorities and performance objectives*
- *Experience in people development, human resource policy and procedure, leadership and coaching*
- *Understanding of leadership theories to support personal and team development and growth*
- *Understanding of how people learn and develop and an ability to apply to development strategies, delivery and design*
- *Experience of working across a wide range of organisational cultures, with a range of executive and political leaders*
- *Working with and leading partners in order to reach shared objectives*
- *Knowledge of a range of diagnostic and development tools*

Current Role

Kelli is currently Project Manager for Fortis Consulting supporting oversight of key projects, deliverables and client relationships. Her role covers a range of responsibilities including:

- *Co-ordination and delivery of key projects to support client outcomes*
- *Manage project personnel and ensure performance is meeting expectations*
- *Manage key ongoing client relationships through ongoing projects*
- *Engage and build relationships effectively with senior executives in both large public and private sector client*
- *Conduct research and analysis to support project outcomes on behalf of the client*



Prior Roles

| Dates | Organisation | Title |
|----------------|--|---|
| 2017 - Current | Fortis Consulting | Project Manager |
| 2016 - 2017 | CommunityWest Inc | People and Performance Manager |
| 2015 - 2016 | CommunityWest Inc. | Human Resources Manager, Senior Consultant Training and Workforce Development |
| 2008 - 2014 | North West Employers Organisation, Manchester UK | Director of Learning and Improvement |
| 1998 - 2008 | North West Employers Organisation, Manchester UK | Learning and Development Manager & Learning and Development Officer |

Education

Post Graduate Diploma in Human Resource Development

Advanced Diploma in Executive Coaching

Fellow Member of Australian Human Resource Institute (FAHRI)

Fellow Member of Chartered Institute of Personnel and Development (FCIPD)

Diploma in Neuro Linguistic Programming

Licensed in Myers Briggs Type Indicator

Action Learning for Leadership and Organisational Development Level 7

Licensed in Real World Group 360 Degree Feedback Tools including Transformational Leadership Questionnaire (TLQ)

Project Experience

Examples of project delivery, delivered on behalf of Fortis Consulting and in previous roles both in Australian and the UK. Kelli's experience spans across a range of public sector organisations including Local Authorities, Fire and Rescue Services, Probation Services, Police Force, Ambulance Services, Housing Associations and National Health Services. Kelli offers a deep base of experience relevant to the submission to WA Police Force:

Greater Manchester City Council: Restructure and Culture Change Program

Kelli has successfully led organisational restructures and culture change programs both as an external consultant and within HR/Senior Leadership roles within her own organisation. Kelli worked with Greater Manchester City Council to implement strategic and operational restructure, aligning council services and resources to support its community in a time of austerity. Project scope included strategic and policy review, communication and consultation





with staff, training and education for leaders across the organisation and resilience development and assessment processes for all staff.

Merseyside Fire and Rescue Service: Leadership Development

Kelli independently designed and delivered a 360-degree Leadership Questionnaire to support senior Fire and Rescue officers in their individual and collective leadership journey. This project included 360-degree questionnaire initiation, one to one feedback and coaching and team development processes.

Cumbria County Fire and Rescue Service: Coaching Development Workshops

Kelli developed and delivered a series of 5 day coaching workshops for senior officers and aspiring leaders within Cumbria Fire and Rescue. The purpose was to influence a change in leadership style across the service and to develop a culture which differed from a 'command and control' approach. 30 managers and leaders progressed through the programme which included the development of coaching skills, coaching practice and working on real issues to challenge leadership approach and progression in a changing culture.

North West of England Regional Development Programme: Project Management and Co-ordination:

Funded by national government, Kelli successfully led the above project, which comprised of a series of events and initiatives to support regional development and growth across the public sector in the North West of England.

Local Government Association National Political Leadership Programme: Senior Facilitator

Senior Facilitator as part of a small team responsible for delivery of a leadership development programme for senior politicians across the UK, delivering approximately 20 programmes to approximately 270 politicians. This residential programme worked with senior politicians and policy makers, from multiple political parties, and incorporated a range of activities including action learning, coaching, workshops and simulations.

North West of England Regional Coaching Strategy: Programme Lead:

Kelli developed a coaching strategy to support executive coaching across 40+ public sector organisations including in-house support and delivery as well as 'coaching academies' to share and maximise resources and opportunities, Coaching networks to provide support to practicing coaches and the development of an online matching tool to support individuals across organisations.

Executive Coach

As an executive coach Kelli directly supported Chief Executives, Directors and Heads of Service, Directors of Public Health, Senior Consultants and Board Members as an executive coach with 350+ hours of coaching activity

North West Employers Organisational Regional Programme and Merseyside and Cheshire Improvement Network: Collaborative Leadership Programme

Developed and delivered Collaborative Leadership Programmes involving public sector partners with over 150 managers on both open and in-house programme delivery. Programme incorporated 360 degree feedback, coaching, action learning, study workshops and Myers Briggs Type Indicator (MBTi)





AVAILABILITY

The availability of the following staff for the duration of the project have been assessed as follows:

| Staff Member | Role | Availability for Duration |
|----------------|---|---------------------------|
| Mary Gurgone | Project Director -Aged Care | Available |
| John Roberts | Senior Consultant – Economic Analysis and Policy | Available |
| John Loney | Senior Consultant – Stakeholder Engagement and Policy | Available |
| Kelli Pickford | Senior Consultant – Research & Report Writing | Available |

REFEREES

| Referee | Position | Contact Details |
|---------------|---|--|
| Irene Mooney | CEO MYVISTA | Email: Irene.Mooney@myvista.com.au ; Telephone: 08 9207 4666 |
| Lynne Hedley | General Manager, Dementia Australia (WA & Queensland) | Email: Lynne.Hedley@dementia.org.au ; Telephone: (08) 9225 4094 |
| Simon Moltoni | CEO Potato Growers' Association of WA | Email: Simon@wapotatoes.com.au Telephone: (08) 9481 0834 |
| Ed Hauck | Business Development Manager Department of Primary Industries and Regional Development | Email: Ed.Hauck@dpird.wa.gov.au Telephone: 0438 943 377 |





QUANTITATIVE CRITERIA - Pricing

Fortis Consulting and Strickland Park Economics will jointly deliver the above elements of the project set out in the above proposal (*all dollar amounts are exclusive of GST*):

| Stages | Fees (plus GST)* |
|---|------------------|
| Stage 1. Project Inception | \$2,500 |
| Stage 2. Baseline Data Collection and SWOT Analysis | \$7,500 |
| Stage 3. Desktop Analysis and Review | \$10,000 |
| Stage 4. Aged Care Market Assessment | \$7,500 |
| Stage 5. Focus Groups | \$5,000 |
| Stage 6. Reporting | \$8,350 |
| TOTAL | \$40,850 |

* Expenses required to deliver this project are in addition to this at cost plus a nominal 15% administrative fee estimated at approximately \$2000.

To achieve the above, Fortis Consulting will therefore seek \$40,850 plus GST to be paid as follows:

- On commencing work - \$20,000
- On completion of Stage 3 - \$8,000
- On completion of the Stage 6 - \$12,850

Key terms and conditions

Fortis Consulting's Services shall be delivered in accordance with our Project Model and our General Terms and Conditions. Our General Terms and Conditions are incorporated by reference and shall apply to the Engagement and any future engagements between Fortis Consulting and the Client. These General Terms and Conditions are available at [www.fortisconsulting.com.au/tandcs] and copies can be provided upon request.



Attachment I: Project Management

Fortis maintains a keen focus on project management, and clearly scoping out projects to ensure we deliver key outcomes and deliverables sought while always offering excellent value. Our response includes an overview of the comprehensive Project Methodology which Fortis Consulting has developed to ensure effective delivery of all our projects which our team will apply to ensure each component is delivered to a high standard, within scope and within budget.

Every Fortis Consulting project is staffed with highly qualified, experienced senior consultants (with a minimum of 10 years' experience, and on average more than two decades). Each project is managed very closely with effective project management and review/audit implementation tools to facilitate timely output of quality deliverables.

In order to fulfil the Scope of Works we propose that the project methodology be managed in line with the Prince2¹ principles of project management. A detailed project plan will be used, including explicit deliverables, activities, resources and deadlines. Project plans will be developed to be further updated and fleshed out together with key stakeholders and others at the commencement of the engagement.

Fortis Consulting's bespoke project management approach and methodology which is tailored to each project is illustrated by the following Fortis Project Management model:



¹ Projects IN Controlled Environments2 (PRINCE2) is a structured approach to project management. It provides a method for managing projects within a clearly defined framework. PRINCE2 describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it doesn't develop as planned. In the method each process is specified with its key inputs and outputs and with specific goals and activities to be carried out. (<http://en.wikipedia.org/wiki/PRINCE2>)



Attachment 2: Risk Mitigation

| KEY CHALLENGE OVERVIEW | Likelihood | Rating | Description | CHALLENGE MITIGATION |
|--|------------|--------|--|---|
| 1. Timeline Challenge The challenge to ensure the project meets the timeframe outlined in the plan. | L | H | Potential loss of project momentum impacting success | Our team and Project Leadership personnel have a track record of putting in place extremely rigorous project management methodologies and practices to ensure our projects are delivered to a high quality standard, on time and to budget. The fortnightly status reporting and open communication channels, along with the experienced team being deployed to deliver this project will significantly minimise potential timeline risks, ensuring that any impediments are clearly communicated immediately and resolved quickly. The detailed project plan will be monitored regularly to ensure we remain on track through-out the project. |
| 2. Stakeholder Availability The challenge associated with accessing and engaging key stakeholders through the process, including face-to-face interviews and focus groups. | W | H | Service provision which does not meet needs of stake-holders | The project personnel are extremely experienced in setting up and leading stakeholder consultations and online surveys across Australia. The Project Management Team will engage closely with the targeted stakeholders to ensure they understand the priority being afforded this project to ensure their engagement in focus groups and interviews. We also have planned to deliver these during the periods set out in project plan. |
| 3. Funding Risk Risk that the cost of delivering this project will exceed the budget or the agreed price. | L | H | Project does not deliver sustainable model | Considerable time and effort has gone into developing a fully-scoped project plan by a very experienced project leadership team. This helps ensure the budget is very detailed thereby mitigating this risk. The team are focussed on delivering within the budget confines. |



| CHALLENGE MITIGATION | Description | Rating | Likelihood | CHALLENGE OVERVIEW | KEY CHALLENGE |
|---|---|----------------------------|----------------------------|--|--|
| <p>We have pulled together a team of experienced experts with reputations for delivering quality deliverables in each of their respective fields. This mix of complimentary and required specialist skills and experience will assist to ensure the project delivers to a high-quality standard. With the personnel offered on this project, the Shire can be assured of an extremely high standard of research, stakeholder engagement, review, analysis and recommendations, based on the proven skills and experience of our team.</p> <p>The flexibility of the team to work in changing policy environments is underpinned by the collective deep experience in these circumstances over several changes of government and other policy changes which required flexible and adaptable approaches.</p> <p>The project has been structured to ensure that project activities and knowledge is held across numerous staff members so the loss of the Project Director or Senior Consultant won't be detrimental to the success of the project. In addition all personnel will keep up to date and detailed records of the project activities so if anyone is absent for any period of time the activities will be easily picked up by another staff member.</p> | <p>Model does not meet needs of stakeholders to required quality standards</p> <p>Project momentum impacted and constant resourcing, may result in budget being insufficient</p> <p>The project will lose vital skills, knowledge and expertise</p> | <p>H</p> <p>W</p> <p>W</p> | <p>L</p> <p>L</p> <p>W</p> | <p>The risk that report is of a sub-standard quality or is not sufficiently exhaustive</p> <p>Potential changes to the environment in which the project operates due to political leadership and policy framework changes.</p> <p>Risk that any one consultant working on the project becomes unavailable due to unforeseen circumstances thereby delaying project delivery.</p> | <p>4. Review Quality Risk</p> <p>5. Political Risks</p> <p>6. Staff retention and loss of skills</p> |



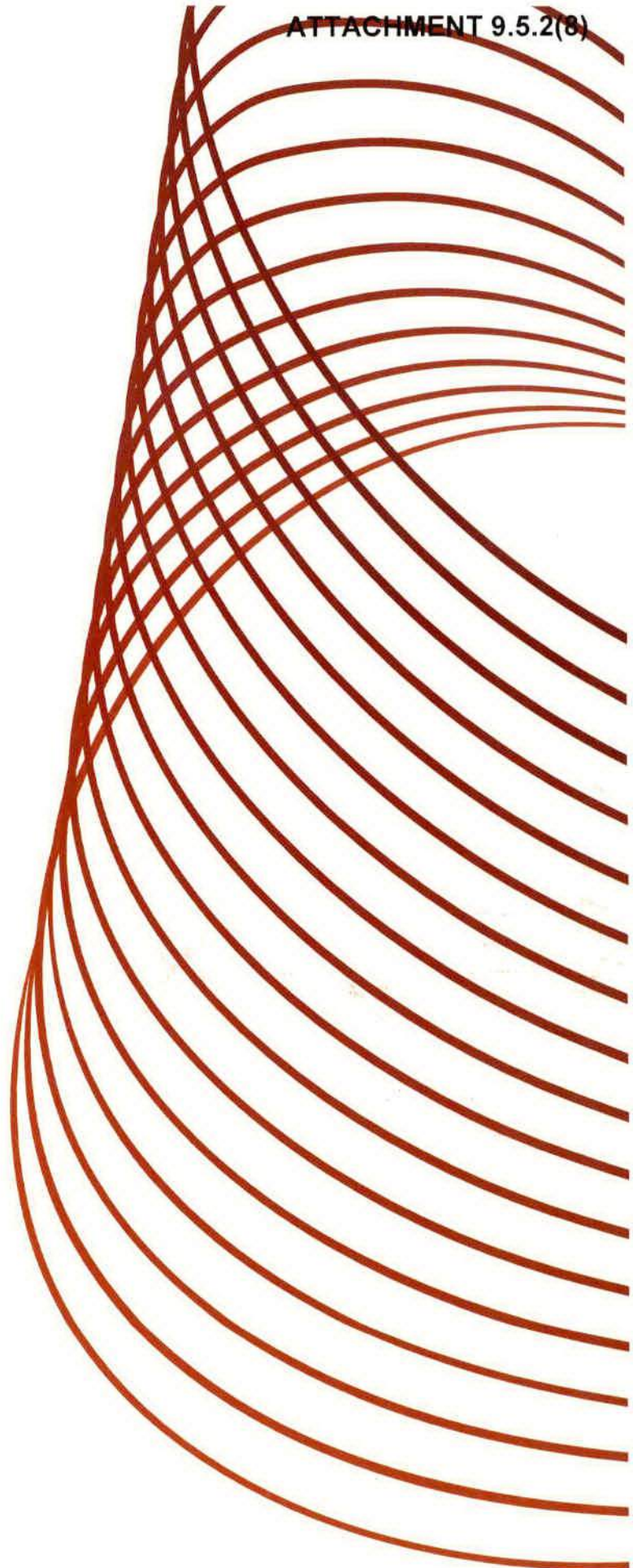
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VERSO

Shire of
Donnybrook
Balingup Aged
Services Review
RFQ 198 - Response

17 September 2018



Turn to us for innovative solutions

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Corporate Profile

| | |
|--|--|
| Business Name | Verso Consulting Pty Ltd |
| Corporate Status | Registered Company - Corporations Law of Victoria |
| ACN | 095 369 654 |
| Registration for GST | Yes |
| Australian Business Number | 92 095 369 654 |
| Date and Place of Incorporation | 12th December 2000 in Melbourne, Victoria |
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| Professional Affiliations | Aged & Community Services WA (ACSWA) Aged & Community Services SA & NT Australian College of Health Service Executives (ACHSE) Case Management Society of Australia (CMSA) |
| Insurances | Professional Indemnity - \$10 Million Public Liability - \$20 Million Workers' Compensation Insurance - Allianz Australia Insurance Limited (for Western Australia) |
| verso® | verso is a registered Australian Trade Mark (Registration No 1142831) |
| Awards | Verso is proud to have achieved the following awards: Winner: ACCV State Awards for Excellence Industry Supporter Award Winner: ACSWA State Awards for Excellence Industry Supporter Award |

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1 Understanding of Requirements

1.1 The Shire

The Shire of Donnybrook-Balingup is situated in the South West of Western Australia, 206 km south of Perth and 36 km south-east of Bunbury. It is situated at the foot of the Darling Scarp, among forests and rural activities such as orchards and wineries. It is the eighth fastest growing local government in Western Australia. There are three main town sites within the Shire: Donnybrook, Kirup & Balingup and population at the 2016 census was recorded as being 5,888, an increase of 8% from 2011 with indications that the age profile is shifting to older groups, some of which may be explained by older people choosing to settle in the area for the lifestyle.

The Shire covers 1,541 km² of agricultural farmland, State forest and national parks, mining leases, Crown land and townsites. The majority of the Shire is within the Preston River catchment area. The landscape predominantly consists of rolling hills and valleys.

The Shire is committed to an age-friendly community which values, supports and empowers older people to live well, be healthy, be socially connected and live independently within the community. The Shire also recognises the need to provide services and facilities to those who through economic, health or ageing issues cannot live independently in its community.

1.2 Current aged services

The Shire has been involved in delivering Aged Care Services in various forms over the past 45 years, mostly through the establishment of the Donnybrook Balingup Aged Homes Committee. The Shire's core suite of aged care services include:

- ☑ 21 well aged units in two facilities known as Minnipup Cottages and Langley Villas
- ☑ A 13 Residence Lease/Loan Retirement Village known as Preston Retirement Village
- ☑ A 40 bed Residential Aged Care Facility known as Tuia Lodge which provides for both High and Low care residents in a 24/7 purpose built facility

Service volumes for all of the aged care services are high, being now at or near capacity. The actual number of individuals serviced under the Aged Care Services portfolio on a regular basis is 75. Council sees that medical, health and aged care services and facilities are essential to the district.

Other services provided to Shire residents by Bethanie, Silver Chain, Baptist Care/ St Ives and other independent and privately owned services include Community Home Care, Meals on Wheels. There is also a small community owned and operated Aged Persons Accommodation site in Balingup (Vintage Home Town for Life).

1.3 Impetus for the Review

In line with the objectives of its Corporate Business Plan and in response to a motion raised at the Annual General Meeting of Electors held in December 2017, Council established an Aged Care Services Community Reference Group comprising Councillors,

Shire staff and community representatives. In establishing this group the Council intends to review the Aged Care Services administered by the Shire as stated in the Corporate Business Plan.

Outcome 3.3 of the Social Objective element of that plan seeks to promote "ageing in place" through a variety of actions. These actions are aimed to enable a diversity of aged care services, undertake a review of aged care services administered by the Shire and to review opportunities for integration of dementia care into Shire, community and private facilities and services.

Given the reforms and changes, brought about by government and changing demographics, the Shire Council wishes to explore all avenues, analyse information and trends, engage with the community and look to understand and review the methodology, channels and appropriate structures to deliver and facilitate Aged Care Services for the community.

1.4 Project Objective and Deliverables

The objective of the project is to provide Council with a written report which shall include recommendations on what services should be delivered within the Shire to create an age friendly community and what body or bodies are best suited to administer and deliver the operational requirements of those services. The consultant is to provide an electronic copy of the report in PDF and MS Word format.

The consultant will be available to present the report, findings and recommendations to the Aged Care Community Reference Group and/or Council of the Shire of Donnybrook Balingup, including a PowerPoint (or similar) presentation. A copy of the PowerPoint presentation is to be provided to the Shire. A summary copy of the report, suitable for presentation at potential community consultation sessions is also to be provided.

1.5 Minimum work required

The RFQ documentation notes the minimum scope of work for the project as including:

- Review of the present Shire Aged Care Services identifying the strengths, weaknesses, opportunities and threats inherent in the current services
- The cost-benefit implications of transferring the management of all or part of those Services to a suitably qualified Aged Care provider/s
- The financial and risk management implications of recommendations including short term and long term liabilities and identify if alternative options for management or provision of these services by other entities potentially provide more effective sustainable outcomes for the community
- Compare the current quality of services provided to other service models of a similar scale including those provided under the governance of Local Government Authorities
- Provide any other information considered appropriate for Council to consider as part of a comprehensive review of the Aged Care Services within the Shire

2 Verso's Experience and Project Performance

2.1 A long established and experienced consultancy

Verso has been providing consultancy in the aged, health and social care sectors for 18 years. In that time we have supported clients ranging from local, regional, state and federal governments, small to large non-profits, commercial entities and health care providers. We are Victorian based but, for many years, have undertaken a high proportion of our work in WA. We operate with directly employed consultants (not as a consulting consortium) which means we can ensure the quality of our work and consistently apply an Action Learning methodology. Our range of work has included:

- Aged care growth and funding plans
- Strategic plans
- Successful capital grant business case preparation and applications (health and aged care)
- Program evaluation and redesign
- A highly successful record of support for aged care funding applications
- Region and state wide aged care planning
- State government program redesign
- Extensive community and stakeholder consultations
- Demographic analysis
- Facility development advice
- Innovative care model development
- Demographic based Community Needs Studies
- Viability assessments

2.2 Previous relevant projects

In the following table Verso demonstrates its experience and capacity to provide the services required in the RFO. We are particularly well placed to deliver aged care and aged friendly consulting projects in rural and remote locations that result in real outcomes for the community and to provide key strategic advice relating to future organisational direction. We also demonstrate our experience and capacity to effectively engage with Aboriginal people, communities and organisations.

| Commissioned by | Year | Project Description | Relevance to this project |
|----------------------|-------------|--|--|
| Local Governments WA | 2013 - 2018 | Verso has delivered separate housing and/or aged friendly plans (including research and implementation plans) for 17 Wheatbelt Local Governments and the Shire of Carnarvon. | These projects demonstrate Verso's capacity to deliver the fine grained deliverables required in this project. |

| Commissioned by | Year | Project Description | Relevance to this project |
|---|--------------|--|--|
| The Salvation Army (TSA) | 2016/17 | Scan of all planning regions in Australia to ascertain best opportunities for growth. Consideration was given to competition, structural reform, TSA service profile, supply and demand, continuum of care service model. Recommendations led to further fine-tuned market research in the top 9 Regions. | Advice to the Board based on evidence and expert knowledge of CHSP, HCP and Residential Aged Care and the relevant reform processes. Analysis of rural and remote aged care and related ageing and older persons housing infrastructure. |
| Commonwealth Department of Health | 2014 | National and jurisdictional review of HACC transport to support advice to the Commonwealth in the development of the CHSP. | Advice to Government demonstrating expertise and understanding of the reform processes and the Commonwealth's reform agenda |
| Commonwealth Department of Health | 2016 -2020 | Verso has been successfully appointed to the Remote and Aboriginal and Torres Strait Islander Aged Care - Service Development Assistance Panel | Expertise in Aboriginal Aged Care and remote aged care and consultation expertise and experience in supporting service development in Aboriginal communities. |
| Commonwealth Department of Health | 2009-2011 | A Sustainable Model of Aged Care for Rural and Remote Australia. This project was conducted across North Western Tasmania to produce local results and buy-in and to be used a broad exemplar. | The development of multiple scenario modelling for alternate aged care models in Rural, Regional and Remote Australia with an sensitivity to relationship and impact of ageing communities on health services. |
| Loddon Mallee Aged Care Consortium | 2007 to 2015 | Multiple projects to support the growth and service development of the aged care services of the Ten Local Governments that made up the Loddon Mallee Consortium. | The consortium delivers age friendly communities, CHSP, respite community aged care and older persons housing across Rural and Remote Victoria (Melbourne fringe to Mildura). |
| The Salvation Army | 2017 | Marketing Study ILUs and Community Care. | Contemporary research relating to service models, consumer (carer) behaviour/decision making and preferences in CHSP, HCP and ILUs. |
| The Western Australian Government; Department of Regional Development | 2015 to 2016 | Ageing in the Bush a comprehensive aged care and ageing plan for regional Western Australia. Required detailed assessment of national reform policies and implications for service delivery in all Regional locations in WA including Aboriginal Aged Care. Scope included Age Friendly Communities, Housing, Community, Home and Residential Aged Care and the interplay with health services. | <ul style="list-style-type: none"> • The project: • Informed infrastructure, services and governance models to enable people to age in communities • Built on the assets that exist in communities, recognising the value of social capital • Clarified roles and responsibilities of, and opportunities for government and private sectors • Guided sound investment from both the government and non-government sectors • Recognised specific needs of Aboriginal residents in Western Australia's rural regions |
| United Protestants Association of NSW | 2015 to 2017 | Statewide strategic plan for community aged care, carer services, ILUs, Serviced Apartments and Residential Aged Care. Plan based on detailed research (demographic, supply/demand, competitor scan, growth options) sensitive to local context in 12 semi-autonomous districts. Follow up work at district level. | Demonstration of Verso's understanding of how evidence informs strategic planning across multiple planning horizons. Demonstrates capacity to develop strategy and implementation plans to achieve real outcomes referencing aged care reforms. |

| Commissioned by | Year | Project Description | Relevance to this project |
|---|------|--|--|
| Victorian Department of Health and Human Services | 2016 | Review of Placement Prevention and Reunification Services for Aboriginal Children and Families. An element of this project required Verso to consult with Aboriginal Organisations, people, communities in restrained period (1 Month) – 483 consulted using three teams and multiple methods. | DHHS claimed that Verso's approach was the most successful Aboriginal engagement and consultation strategy undertaken in Out of Home Care. This experience will inform the development of our communication and engagement strategy and is demonstration of expertise. |
| Age & Dementia Friendly East Pilbara Strategy | 2018 | Consultation and engagement with multiple stakeholders in remote locations with broad research followed by Report and then Age and Dementia Strategy and Implementation Plan and workshop presentation. | Recent assessment of current aged services in regional WA location together with future strategy recommendations and presentation. |

2.3 Our Team

The following Verso personnel will be engaged in this project. Verso may also call on other team member as and if required to provide additional support to these team members.

| Name | Summary of Qualifications and Relevant Experience |
|--|---|
| Doug Faircloth, Managing Director Principal Consultant | <ul style="list-style-type: none"> • Dip. Ministry • Cert IV Workplace Training and Assessment • Graduate Myer Management Program • Graduate of the Louis Allen Management Method <p>Doug is responsible for coordinating and managing resources and ensuring quality outcomes in all Verso project work. The projects referred to in our proposal were all directed by Doug and Doug authored or co-authored all of the reports. Doug intends to provide considerable direct input into this project.</p> <p>Doug has over 15 years' experience in managing and delivering complex consulting projects. He is able to provide wide program planning and evaluation perspectives tailored to project requirements. Doug's project work is extensively cited in the literature and his expertise in ageing and aged care is highly valued by academics, Government, peak bodies and service providers.</p> <p>Doug provided specialist input with other Rural and Remote specialists to the Productivity Commission as part of the development of the Productivity Commission Report Caring for Older Australians. Particular inputs were the result of the work he conducted in the development of Sustainable Model of Aged Care for Regional Rural and Remote Australia.</p> <p>Doug travelled to Holland to study alternate approaches to dementia care and has shared the findings widely. Doug has supported multiple providers develop service models to respond to dementia care in residential and community settings for more than a decade.</p> |
| Brian Sullivan, Consulting Advisor | <ul style="list-style-type: none"> • Dip. Human Resources Management <p>Prior to engagement with Verso, Brian had wide experience in human resources management and workplace relations roles covering the health, aged, community and disability sectors in government and unions. Key prior positions held include:</p> <p>Director Industrial Relations - Victorian Hospitals Industrial Association (representing public hospitals)</p> <p>Manager Industrial Relations – Department of Human Services (Vic.)</p> <p>National Executive President Australian Services Union</p> <p>Brian has high level skills and understanding of workplace arrangements, policy and sector drivers in health, aged</p> |

| Name | Summary of Qualifications and Relevant Experience |
|--------------|---|
| | <p>care and community services.</p> <p>Since 2008, Brian has played a key role in Verso and broadened his underlying sector knowledge by undertaking and leading major projects. These have involved health and aged care planning, stakeholder consultations, document and policy reviews, funding bids, strategic recommendations and implementation plans.</p> <p>Brian undertook the lead consulting, research and report writing role in the WA Wheatbelt Integrated Aged Care Solutions project and Statewide Ageing in the Bush plan. He lead consultation and contributed to plan development in several clinical services planning projects including for Lismore Base Hospital.</p> |
| Angus Murray | <ul style="list-style-type: none"> • Masters in Planning and Environment <p>Angus has strong capability in conducting community, desktop, literature and demographic research and use of various resources to find and analyse data/information. His attention to details and accuracy in consolidating data, have enabled him to deliver research and report development initiatives for local governments and private sector including analysis using GIS (Geographic Information Systems) software and demographic data.</p> <p>He has expertise in identifying social, economic and environmental data and challenges while concurrently developing strategies to ensure future viability of services.</p> |

2.4 Current availability

Verso has noted the Shire's proposed Project Schedule with key dates being 31 December 2018 for a Draft Report and 28 February 2019 for a Final Report with presentation/s to follow. We fully anticipate that, subject to unforeseen factors or delays outside our control, our resourcing will be enable us to meet that timeline.

2.5 Referees

| Organisation | Nature of the contract | Referee |
|--------------------------------------|---|---|
| Regional Development Council and WDC | Ageing in the Bush and multiple contracts for the Wheatbelt Development Commission and local Governments in the Wheatbelt | <p>Wendy Newman - CEO WDC and lead in the Ageing in the Bush project. Wendy is the vice chair of WACHS.</p> <p>Contact:</p> <p>Mob 0427 311 312 Tel: 08 9622 7222</p> <p>Email: wendy.newman@wheatbelt.wa.gov.au</p> |
| annecto Limited | Not for Profit Provider of aged care and disability services for whom Verso provides regular consulting support relating to aged care, disability (including employment) services and community development. Projects have included strategic planning, tender support, service planning and service establishment. Verso business relationship with annecto began in 2002. | <p>Estelle Fyffe (CEO)</p> <p>Contact</p> <p>Mob: 0419 766 831 Tel: (03) 9687-7066</p> <p>Email: estelle.fyffe@annecto.org.au</p> |

Project pricing

3 Project pricing

3.1 Activities

Verso will conduct an in-depth review of current Shire aged and related services to include:

- Direct initial engagement with the Aged Care Services Community Reference Group and other recommended individuals
- Local site review
- Overall Shire aged services assessment/SWOT
- Demographic research and analysis/demand projections including available aged cohort projections
- Policy and funding analysis
- Identification of alternative provider delivery potential for aged services
- Identification of key service/configuration options and financial implications
- Provision of Draft Report to reflect Scope of Work requirements and suggested topics for consideration (RFO Sec.6.2)
- Receipt and processing of feedback on Draft Report
- Provision of Final Report
- Presentation/s as required

3.2 Project costing

Costing for the project is as follows (@ \$1450 ex GST per consultant day).

| Activity | Consultant Days | Cost (\$ ex GST) |
|---|-----------------|------------------|
| Engagement with Reference Group/others to refine project approach | 2.5 | 3625 |
| Collection of information and data on current services - SWOT | 4 | 5800 |
| Desktop demographic, policy, funding and model research | 2.5 | 3625 |
| Potential service model scan and analysis | 2 | 2900 |
| Option development and assessment | 2 | 2900 |
| Undertake any outstanding work scope matters | 1.5 | 2175 |
| Draft Report development and provision | 3 | 4350 |
| Feedback process | 2 | 2900 |
| Report finalisation and provision | 3 | 4350 |
| Presentation/s as required (including preparation) | 2.5 | 3625 |

| Activity | Consultant Days | Cost (\$ ex GST) |
|--------------------------------|-----------------|--|
| Project management | 2 | 2900 |
| Total | 27 | 39150 |
| Travel and accommodation costs | | Reimbursement as reasonable and agreed |