MetroAccess Guidelines

July 2004

Contents

PART ONE

Context – Developing the New Approach

PART 1. CONTEXT – DEVELOPING THE NEW APPROACH

1.1 Background

The vision of the Victorian State Disability Plan 2002-2012 is that by 2012 Victoria will be a stronger more inclusive community – a place where diversity is embraced and celebrated, and where everyone has the same opportunities to fulfil their aspirations and to participate in the life of the community.

In the context of this vision of a more inclusive Victorian Community, the issue of community participation and inclusion presents significant challenges for the planning and development of community and specialist supports for people with a disability.

Despite a range of Government policies and a legislative framework which promotes the right to full participation in the community, there are still very limited community membership opportunities available to people with disabilities. National and international research has confirmed this trend, acknowledging that while people with disabilities are living in the community, they are not necessarily regarded as members of their communities.

The development of a community building approach emerges from the Bracks' Labor Government's broader vision for strengthening communities. This vision includes:

- Enhancing community cohesion and social inclusion by building on community resources and expertise
- Respect for the diverse needs and backgrounds of service users and communities
- Recognition that service users are citizens and community members as well as consumers
- Stronger consultative partnerships between State Government, Local Government and community organizations
- An emphasis on prevention and early intervention
- Identification of social outcomes and benchmarks, complemented by the evidence necessary to respond appropriately to future service demand and cost pressures.

In this context, Disability Services is committed to building a stronger policy framework and support system which promotes the rights of people with disabilities to be fully included in the life of their local communities. This commitment acknowledges the need to develop a community building approach that not only challenges the exclusion and marginalisation that people with disabilities experience, but also affirms their status as valued members of our community.

Building on the success of RuralAccess, MetroAccess will provide an area based community building framework targeting people with disabilities across metropolitan Victoria. In this sense, MetroAccess represents a critical strategy in working towards the vision of the Victorian State Disability Plan 2002 -2012,

launched by the Minister for Community Services and Housing in September 2002.

1.1.1 The Development of RuralAccess

RuralAccess was established in September 2000 as a demonstration program in the Grampians Region. Based on the success of the Grampians Demonstration project, RuralAccess was rolled out across rural and regional Victoria in April 2001.

There are now 27 RuralAccess services based in Local Government Authorities and Community Health Services in rural and regional Victoria. A similar model is now intended for metropolitan Victoria.

MetroAccess will build on the success of RuralAccess through the development of an area based community building framework for metropolitan Victoria. It is important to highlight however that MetroAccess is a new and emerging initiative that will be developed in response to the metropolitan context.

1.1.2 Working in partnership with Local Government

Disability Services recognises the commitment and potential of local government in Victoria in relation to promoting equal access and inclusion of people with disabilities. Local government in Victoria is acknowledged as a national leader in the development and implementation of Disability Action Plans which seek to eliminate discrimination against people with disabilities. Indeed the majority of metropolitan councils have already adopted and are currently implementing Disability Action Plans to progress a whole of council approach to access and inclusion. As an area based community building initiative, MetroAccess has the potential to complement and add value to the existing council approach which works across the full range of community infrastructure to build capacity and effect change in communities. In particular MetroAccess enhances links between local government as a sector and the disability sector.

The MetroAccess Initiative is being implemented in partnership with local government and is underpinned by the principles outlined in the overarching partnership protocol between the Department of Human Services and the Municipal Association of Victoria (2002). This partnership provides the opportunity for Disability Services and local government to create a shared vision and joined up effort in supporting greater participation and inclusion of people with disabilities in local communities.

A MetroAccess Advisory Committee will be established to facilitate an effective working partnership between Disability Services and local government in relation to the rollout of the second and third phase of MetroAccess.
Refer Appendix 1 MetroAccess Partnership between Department of Human Services (DHS) and the Municipal Association of Victoria (MAV).

1.2 Key Issues to be addressed by MetroAccess

Since 2000 Disability Services has undertaken extensive consultation to develop a 10 year policy framework for disability in Victoria. This policy development was informed by research and consultation which identified a range of issues that serve to constrain community participation opportunities for people with disabilities. Research and consultation includes, but is not limited to the following:

- State Disability Plan consultations;
- Understanding Community Attitudes About Disability: Laying Foundations For Participation Through Community Inclusion Research Project;
- Community Inclusion: Enhancing Friendship Networks of People with Disabilities Friendship Research;
- The Aspirations of People with a Disability in an Inclusive Victorian Community Research Project.

Some of the key issues identified include:

- Poor physical access to community facilities, services and public space;
- Limited opportunities for people with disabilities to interact and engage with community;
- Limited knowledge and understanding of disability by members of community;
- Entrenched structural responses and attitudes to disability;
- Service fragmentation;
- Limited opportunities for people with disabilities to engage in community planning and inform service development;
- Limited engagement with local communities by disability service providers;
- Limited knowledge and understanding within the disability system of supporting people in community
- Limited resources – not enough resources to go around;
- Prohibitive cost of services;
- Limited access to specialist support staff;
- Variable levels of health status;
- Difficulties in recruiting and retaining professional support staff;
- Poor coordination of information;
- Limited availability of accessible information;
- Frustration at the crisis driven nature of the service system;
- Lack of flexibility of existing support services.

Disability Services is committed to developing new approaches which will enhance the lives of people with disabilities and their families, and address issues of isolation and marginalisation from community life. There is a critical need for the disability support system to work in partnership with people with disabilities, their informal support networks, and mainstream community providers to develop a broader range of strategies - incorporating direct support to individuals and community building initiatives - to challenge the disadvantage people experience as a result of disability.

1.3 Theoretical Foundations of the New Approach

The MetroAccess approach is informed by a broad range of social theory including:

- Community Development Theory and Practice
- Disability Studies including the Social Model of disability
- Cultural Studies
- Urban Planning/Urban Studies
- Rural Health
- Community Health/ Health Promotion
- Community/ Citizenship Indicators Research

Each of these areas provides an opportunity for developing frameworks and approaches that contribute to an understanding of those political, social, cultural, and economic characteristics of communities which impact on participation and community membership opportunities for people with disabilities.

1.3.1 Community Membership - Promoting social and community change

The community membership model draws its inspiration from the social model of disability. From this perspective initiatives and strategies that promote social and community change are critical to improving opportunities for people with disabilities to live in communities that are relevant and affirming. The social model of disability recognises the potentially disabling nature of community life for people with disabilities and the tendency for communities to be planned around the needs of non-disabled people.

MetroAccess with its emphasis on individual empowerment, community building, service enhancement and community planning, positions itself in the community membership paradigm. Working within this context, MetroAccess represents a significant shift for Disability Services. A major challenge from this perspective is the development of opportunities which recognise and value the differences people with disabilities bring to social life and to assist communities to respond to these differences in ways which promote dignity, respect, and quality of life outcomes.

The MetroAccess approach complements Disability Services Individual Planning and Support and specialist disability support by working with a broader range of stakeholders to develop a co-ordinated approach to community planning and service development that creates more supportive and inclusive communities (*Refer Appendix 1 MetroAccess – A Paradigm Shift and Appendix 2 Community Membership Equation)*.

1.4 Community Building Models and Initiatives

A number of program/planning models have also influenced the development of MetroAccess. These include:

- The Australian Local Government Association's Integrated Local Area Planning (ILAP)

- Just, Vibrant and Sustainable Communities – A Framework for Progressing and Measuring Community Wellbeing, Local Government Community Services of Australia, 2001
- Good Practice and Bench-Marking in Local Government Community Development and Community Services, developed by the Local Government Community Services Association of Australia
- Western Australia's Local Area Coordination (LAC) Model
- Sport and Recreation Victoria's, Access For All Abilities Program
- Aged, Community and Mental Health's, Primary Care Partnerships
- Rural Health Gippsland, Partners in Community Building Program
- Municipal Public Health Planning Framework - Environments for Health: Promoting Health and Wellbeing Through Built Social Economic and Natural Environments

Of particular significance is the Integrated Local Area Planning Model (ILAP) developed by the Australian Local Government Association in 1993. ILAP provides a framework for planning and community building in local communities which is characterised by:

- A holistic view of local communities
- An emphasis on the composite needs of local communities
- The promotion of a partnership between the three spheres of government, the community and the private sector
- A focus on coordinating activities at the local level
- An orientation towards establishing long term goals/processes for decision-making and resource allocation rather than one off plans or expenditure programs.

*(Adapted from: **Making The Connections: A Guide to Integrated Local Area Planning, Australian Local Government Association, July,1993**).*

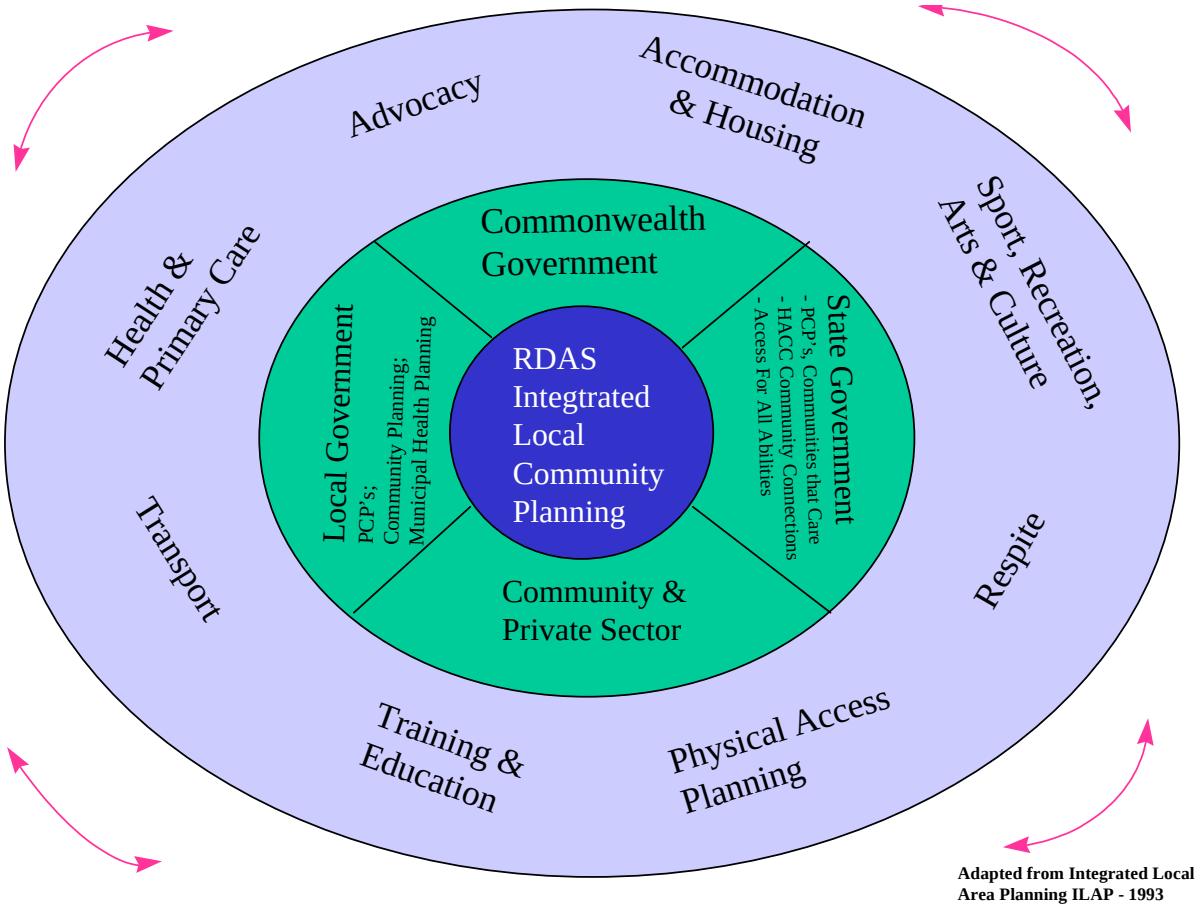
1.4.1 Integrated Local Area Planning

– a Strategy for Community Building

The diagram below is adapted from the Integrated Local Area Planning model (ILAP). Working within this context, MetroAccess provides a pivotal strategy through which to engage a range of key players to develop a more coordinated response to key issues (outer circle) identified by people with disabilities.

The identification of Local Government as a key player and partner is important, providing clearly defined population catchments and geographic boundaries which will focus on social planning/area based planning and community building strategies to increase access and community participation for people with disabilities.

Local Government is ideally placed to build communities that are inclusive of people with disabilities with a capacity to engage and lead planning for change in communities with regard to questions of people with disabilities community membership and citizenship.



Adapted from Integrated Local Area Planning ILAP - 1993

1.5 Strategic connections between MetroAccess and other Policy and Program Initiatives

Local Government planning at a range of levels provides a critical starting point to guide MetroAccess.

As a comprehensive community building initiative MetroAccess will take a holistic view of local communities and will facilitate effective mobilisation of existing infrastructure, services and programs to enhance community participation for people with disabilities. The focus on coordination of activities and support at the local level will necessitate the development of an interface with a broad range of key players including state government departments, local government, local community organisations and services and disability services.

There are a range of local and regional initiatives which present strategic opportunities for the implementation of MetroAccess. These include:

- Local government Disability Action Planning and implementation processes
- Local Government Social, Statutory and Strategic Planning processes
- State Government Public Health Planning
- Municipal Public Health Planning
- HACC services and planning processes
- DHS Primary Care Partnerships

- State Government Community Building Network
- Community Support Fund Community Building Demonstration Projects
- DHS Neighbourhood Renewal
- Sport and Recreation Victoria - Access For All Abilities
- Dept. of Justice - Safer Streets and Homes
- DIIRD – Street Life Program
- DEET - Local Learning and Employment Networks
- NRE – Developing Social Capability Project
- NRE – Social Programs Unit
- DOI – Place Management
- DE & T – Learning Towns
- Melbourne 2030
- Local Government Disability Action Planning and Implementation processes

MetroAccess also has the potential to be strongly linked with the broad range of programs funded through Disability Services, including initiatives such as:

- Innovations Project
- Intake, Access and Response teams
- Respite Services
- Advocacy Initiative
- Active Participation Strategy
- MAV/Disability Services Initiative
- Day Services/Futures for Young Adults
- Support and Choice
- Case Management
- Institutional Closures (eg Kew Redevelopment)
- CALD Strategy
- Community Awareness Strategy
- Disability Action Planning
- Children's Policy Framework

PART TWO

MetroAccess Framework

PART 2 METROACCESS FRAMEWORK

2.1 Goal

The goal of *MetroAccess* is to enhance the capacity of local communities and disability supports across metropolitan Victoria to plan and support people with disabilities to maximise opportunities for community membership and participation.

2.2 Objectives

The objectives of MetroAccess are:

1. To mobilise and support people with disabilities to optimise participation in the life of their local community.

2. To build and strengthen the community's capacity to provide support to people with disabilities and their families.

3. To facilitate integrated local community planning and coordination which engages and involves people with disabilities and their families, disability service providers and community organisations.

4. To work with existing disability support providers to enhance their capacity to provide relevant and appropriate supports in the community.

5. To improve access to information about relevant services and community activities available to people with disabilities in their communities.

2.3 Major Focus

MetroAccess works to facilitate change within communities so that they are more supportive and inclusive of people with disabilities. In this context the positioning of MetroAccess within local government is critical and recognises local government's legislative charter, responsibilities and involvement over many years in community development and community capacity building processes. Local government's clearly defined population catchments and geographic boundaries are also of critical importance in facilitating effective area based planning and service development.

Based on a whole of community framework the target audience for MetroAccess includes people with disabilities and their families, disability support providers, local and state government departments and programs, non government human services and mainstream community providers across the full range of community infrastructure.

2.4 Key Features of the MetroAccess Approach

The MetroAccess framework describes a multi faceted approach that works to mobilise support from a range of stakeholders to enable communities to plan and

respond to key issues in the lives of people with disabilities. As with any community building strategy, the local context will play a vital part in determining the way in which the MetroAccess framework is implemented on the ground. The MetroAccess approach is therefore intended to operate within a set of broad parameters that can be interpreted and operationalised according to the local needs, aspirations, structures and opportunities that are present within local communities.

MetroAccess has the potential to work on a number of fronts simultaneously, equipped with a mandate to develop more flexible and creative responses to key local issues. This approach puts MetroAccess workers in a position where they can choose from a number of potential courses of action regarding the most relevant strategy to apply in particular contexts to optimise outcomes for people with disabilities.

Optimising community building outcomes requires something different from the delivery of formal support services to individuals. Whilst these services and supports are critical, there are many other key stakeholders who need to be engaged and mobilised to increase access to community services, activities and facilities.

Three key components form the foundation of the MetroAccess approach:

- Community Building/Community Development
- Participation and Empowerment
- Enhancing the work of Disability Support Providers

2.4.1 Community Building / Development Strategies

A Community Development framework provides MetroAccess workers with a comprehensive set of strategies to engage with the communities they are working in. These strategies include:

Networking
Networking involves the development of a range of forums to assist people with disabilities, and their families, community and government and non government organisations, to share information, identify issues and propose new strategies and community responses.

Promoting Partnerships and Collaboration
Partnerships and collaborative approaches refer to the mobilisation of sustainable and coherent relationships between key community stakeholders to achieve a range of goals including:

- Creation of new or modification to existing services and programs;
- Resource maximisation which includes the pooling and sharing of funds, knowledge and expertise;
- Development of new policies or changes to existing policies at organisational and community levels;
- Broadening awareness and support for key community issues and priorities;

- Identification of key players in local communities to lead and direct change strategies.

Integrated Area Based Planning
Integrated area based planning and coordination refers to collaborative action between community stakeholders to address key community issues, needs and priorities. The aim of integrated community planning is to assist a broad range of community providers and disability services to respond to the needs and aspirations of people with disabilities in a more coordinated and comprehensive manner.

Community Mapping
Community mapping refers to a range of strategies utilised by workers to assess needs, gaps, potentials and the 'current state of play' in communities in relation to specific issues of concern.

Policy Development
Influencing and shaping policy making processes at a range of levels, and encouraging community stakeholders to develop inclusion policies is a long term strategy designed to promote the development of community inclusion outcomes for people with disabilities.

Community Education, Training and Development
Community Education, Training and Development involves a range of strategies for raising awareness and understanding about the needs and community membership aspirations of people with disabilities.

Information
Information strategies in local communities aim to improve the range, quality and relevance of community information for people with disabilities.

Advocacy
Advocacy involves a range of strategies for increasing the representation and engagement of people with disabilities in community planning and decision making.

2.4.2 Participation and Empowerment

As the primary stakeholders of MetroAccess, people with disabilities will be positioned more strongly in planning and service development processes. MetroAccess will work with people with disabilities, their formal and informal support systems and advocacy organisations to identify opportunities for their participation in community building processes and to advise on key targets and priorities. It is anticipated that MetroAccess will:

- Work with existing advocacy organizations to assist people with disabilities to develop an understanding of community building processes, and to develop relevant skills and knowledge;
- Work with people with disabilities and their informal support networks to identify key issues in local communities;

- Promote the involvement of people with disabilities in local planning and development processes.

2.4.3 Enhancing the work of Disability Support Providers

MetroAccess will work with existing Disability Support Providers to enhance their capacity to work in partnership with the wider community and to develop innovative ways of supporting community participation and inclusion.

The knowledge and expertise of the Disability Support Providers is a critical resource in developing understanding and awareness about how people with disabilities can be included in their communities in more meaningful ways.

It is anticipated that MetroAccess will develop co-operative relationships with the various Disability Support Providers in their local area, and facilitate opportunities for these services to be more engaged in community planning and community building processes. This may involve developing partnerships and collaborative arrangements with community services and organisations, networking, involvement in co-ordinated planning, training and development opportunities, and specific projects which increase community participation opportunities for people with disabilities.

2.5 Implementation, Getting Started

The information below provides a framework for implementing MetroAccess. The local context is critical is guiding the implementation process and it is expected that work priorities will be determined jointly by DHS Regional Offices and the individual council.

2.5.1 Community Mapping – Key Stakeholders, Issues, Constraints and Opportunities

Community Mapping aims to build a picture of the level of community support available to people with disabilities. There are a number of resources and strategies that can be used to build a picture of local communities and how people with disabilities are included in those communities. These resources include:

- Utilising information regarding Demographic and Social Characteristics
- Accessing existing planning and research information/data
- Development of surveys and other forms of research
- Consultation with and active engagement of people with disabilities and other stakeholders
- Active involvement in existing planning forums
- Networking
- Development of new networks and planning forums

There are a number of questions which provide impetus for community mapping. These include:

- What are the key issues for people with disabilities regarding community inclusion and participation?
- Which stakeholders are currently engaged and involved in responding to these issues?
- Which other community stakeholders can be engaged to enhance the community's response to these issues?
- What strategies do we need to develop to engage these stakeholders?

With the initial Demonstration Phase of MetroAccess, workers will be required to conduct a mapping exercise in their communities which will help to inform community planning and identify key priorities for project development. The aim of community mapping is for workers to develop a comprehensive understanding of their local communities. The Integrated Community Planning Framework provides a framework for the Community Map.

Within the first 6 months of operation, MetroAccess Workers are required to complete a:

1. Community Mapping Report

2. Community Building Plan (outlining planned activities and objectives for the following 12 month period).

For information on developing a Community Mapping Report refer Appendix 3.

2.5.2 Development of a Community Building Plan

Within the first six months of commencing operation each MetroAccess Worker will be expected to submit a detailed Community Building Plan to the Community Building Project Officer at their DHS Regional Office. The Community Building Plan will describe the planning, projects and strategies to be undertaken by each MetroAccess Worker to meet the objectives of the program.

The plan will assist MetroAccess Workers to establish priorities identified through the community mapping strategy and will focus efforts on developing initiatives which respond to key issues and opportunities.

MetroAccess Community Building Plan – Key Elements

- Community Mapping Information
  - Key Stakeholders, Issues, Constraints and Opportunities Map

- Projects
  - Summary and Detail
  - Discussion and Rationale for Choice of Priority Projects in relation to MetroAccess objectives

- Integrated Planning
  - MetroAccess involvement in existing Planning Forums
  - Potential/need for new planning networks and forums

- Disability Service Enhancement

- Potentials, opportunities and constraints

- Participation Initiatives with people with disabilities

- Staff Training and Development Plan

2.5.3 Project Development

A core activity of MetroAccess is the development of specific projects which address local community issues and priorities.

The selection and development of projects will respond to the issues, gaps and potentials identified in the community mapping exercise. As part of Community Mapping, it is expected that MetroAccess workers will have identified a range of specific projects which they will develop in partnership with relevant community stakeholders. The emphasis on partnership and collaboration is particularly important. Selection of projects should reflect areas of community need, and priority, and opportunities to engage key stakeholders in collaborative and innovative responses to the issues.

It is important that workers identify projects and initiatives which they can commence immediately to achieve 'concrete' outcomes for people with disabilities. Too much preoccupation with consultation and needs identification (community mapping) may result in ***analysis paralysis.*** Mapping, planning and project planning therefore need to function simultaneously in each of the categories listed above. It is anticipated that within 12 months a broad spread of initiatives across the categories listed in the planning framework will occur.

It is expected that MetroAccess Workers will identify short term (immediate, 'quick wins'), medium (6 to 12 months) and long term projects (12 to 18 months). The breakdown of projects into short, medium and long term categories will enable communities to work towards 'quick wins' as well as focus on more complex and difficult projects which have proven somewhat intractable in the past.

Refer Appendix 4 for Project Identification Table (Summary of proposed projects).

PART THREE

Operations

PART 3 OPERATIONS

3.1 MetroAccess First Phase

The first phase of MetroAccess was implemented in 2003-2004. It involved the establishment of a Community Building Project Officer position in the Disability Services Division, as well as one Community Building Project Officer position in each of the three metropolitan DHS Regional Offices. This created a state and regional infrastructure through which to support four demonstration projects. One demonstration project will be implemented in each metropolitan DHS region, targeting one local government area per DHS Region.

3.2 Selection of Auspice

Four auspice councils from across the metropolitan area have been selected to participate in the first phase. The demonstration projects provide an opportunity for MetroAccess to build on the existing work being undertaken by local government and disability services and to enhance their capacity to support the inclusion of people with disabilities within the community.

The first phase of MetroAccess will endeavour to capture a range of different local contexts through the four demonstration projects. This will provide the best opportunity for analysis on the emerging approach and implications for further development and implementation.

The selection process for the demonstration projects focused on the following criteria:

- Demographic factors in defined geographic catchments such as; the prevalence of disability, socio economic status, geographic composition (housing mix, population density, inner/outer/semi rural, etc).
- Existing infrastructure within specific local governments in relation to disability, integrated planning and community development functions
- Range, number and location of disability services with specific local communities
- Potential for alignment and value adding to other community building initiatives, Innovation Projects, Disability Services pilot and redevelopment processes,etc.

The following organisational characteristics need to be demonstrated by MetroAccess auspice councils:

- Demonstrated community standing and links with generic and disability services
- Demonstrated management and leadership capacity to support community building/community development initiatives
- Council has appropriate infrastructure to support MetroAccess eg.Community Building/Community Development/Community Inclusion Department

- Council is strategically positioned and has the capacity to engage in broad social planning strategies across the full range of community infrastructure
- Council has alignment with the philosophy and strategic direction of MetroAccess and more broadly the Victorian State Disability Plan 2002-2012 and Growing Victoria Together
- Experience in managing area based community building initiatives
- Demonstrated experience in working in partnership projects across the community sector
- History and commitment to the area of disability and supporting access and inclusion initiatives
- Existing relationship and interface with local disability support system

3.3 Funding

The funds for each MetroAccess Worker includes provision for salaries and on-costs, establishment costs (in the first year of operation) and a discretionary pool of funds.

Each organisation will be expected to develop an annual operational budget, which will detail expenditure for the financial year. The auspice organisation will be required to submit a six and 12 month report and a Financial Accountability Report, which will be submitted with the six month and 12 month report.

3.4 Salaries and Conditions

The terms and conditions of employment will be determined in conjunction with each council. However it is strongly recommended that a base salary of at least a Band 6C under the Local Government Award be allocated to the MetroAccess position. This salary is commensurate with the skills and experience required to coordinate the MetroAccess initiative.

As employees of the auspice council it is expected that MetroAccess Workers will be integrated into the organisational structure with the same rights and benefits of other employees. It is important that the workers are placed strategically within the organization in a department where they can develop connections and relationships which will optimise the objectives of the MetroAccess approach.

It is also critical that MetroAccess Workers are accommodated in an office that is physically accessible and that accessible meeting areas are also available.

3.5 Access to Vehicles

MetroAccess requires workers to travel extensively within their communities. Access to a vehicle, seven days per week, is therefore suggested. There are a range of mechanisms for providing vehicle access for MetroAccess Workers including, purchasing, leasing, use of pool vehicles, etc. Each MetroAccess auspice agency will be expected to provide vehicle access to MetroAccess Workers.

3.6 Use of Discretionary Funds

Each MetroAccess Worker has access to a minimum of $5,000.00 discretionary funding per annum. This figure is included as part of the annual allocation. The pool of discretionary funds can be used to develop a range of projects and initiatives identified in the Community Building Plan. This could include training and development initiatives, costs associated with meetings and network development, support for people with disabilities to become more involved in community planning initiatives and other project initiatives which reflect community priority and need. The funds can also be used to foster the development of partnerships and collaborative approaches which help to build 'co-productive' relationships (See Alford, J.1983 in Reference List) between key community stakeholders.

3.7 Staff Recruitment and Selection

Initial recruitment and selection of MetroAccess Workers will be conducted by the auspice organisation in partnership with the Regional DHS Community Building Project Officer with responsibility for overseeing the MetroAccess Initiative.

Reference material including a position description, a position profile, job advertisement and interview questions are included in *Appendix 5*. These documents are intended as a guide only and can be adapted for use at regional and local levels.

3.8 Key Selection Criteria – MetroAccess Workers

Key selection criteria for MetroAccess Workers is outlined below and in the Position Description.

***Key Selection Criteria**:*

- Demonstrated experience working with people with disabilities.
- A commitment to participant empowerment and involvement in planning and decision making.
- An understanding of community development theory and practice; principles of community inclusion and participation and community planning strategies.
- Excellent knowledge of the disability service system.
- Understanding of State and Local Government initiatives which impact on people with disabilities and their families.
- Ability to develop and work in partnership with key stakeholders in local communities.
- Personal attributes of flexibility, energy and a commitment to innovation and creativity.

Qualifications and Experience

- Tertiary Qualifications in social sciences and health including Social Work, Welfare Studies, Disability Studies, Community Development, Recreation.
- Experience in working with disadvantaged groups/people with disabilities; experience training in community development work.

3.9 Role of Local Government

Local government is the direct employer and manager of MetroAccess positions. As such, individual councils will be responsible for providing ongoing support and supervision to MetroAccess Workers which includes facilitating access to appropriate office space and equipment, access to vehicles and opportunities for professional development and support.

Council management of MetroAccess will be expected to develop strategic linkages and partnerships across relevant council areas to optimise the capacity of MetroAccess to effect change and development at the local level.

In line with the MetroAccess Program Partnership between DHS and MAV, it is anticipated that auspice councils and DHS Metropolitan Regional Offices will work in close collaboration in implementing the MetroAccess Initiative at the local level.

3.10 Role of DHS Regional Office

Community Building Project Officers:

Each region has been allocated a full time position to assist with the implementation and development of MetroAccess, as well as assuming responsibility for a broader community building function at a regional level. These positions will be located within the Service Development/Partnership Program of the Region.

The MetroAccess Regional Community Building Project Officers will provide a range of functions in the region. This will include:

- Assistance with the establishment and implementation of MetroAccess in regions;
- Assistance with the launch and promotion of MetroAccess;
- Acting as a support and resource to MetroAccess auspice agencies and workers;
- Identification of potential risks and negotiation of ongoing responsibilities between the department and MetroAccess providers;
- Monitoring and reporting on the development and success of MetroAccess including the development of an annual regional program and issues profile;
- Facilitate effective communication, planning and ongoing liaison between MetroAccess providers in the region;
- Development of strategic links and alliances between MetroAccess and other disability and community building initiatives; and
- Development of a framework for planning and policy development, which links local and regional initiatives.

The Regional Community Building Project Officers will play a key role in identifying regional priorities and trends and positioning community building within the region. They will also be pivotal in providing advice and support to Disability Services and the Department of Human Services and other State Government Departments at Regional and State Office Levels.

3.11 Central Office Support

A Senior Project Officer is based at Disability Services with a specific role supporting the development and coordination of MetroAccess. This position has direct responsibility for monitoring the implementation of MetroAccess. Other responsibilities include:

- Support and resourcing of the Regional Community Building Positions;
- Convening monthly meetings with Regional Officers responsible for MetroAccess;
- Organising training and development opportunities for MetroAccess workers;
- Convening 2 statewide meetings of MetroAccess workers/Regional Community Building Project Officers per year;
- Developing links and partnerships with other Commonwealth, State and Local Government initiatives
- Monitoring and reporting on MetroAccess including the development of an annual statewide programs and issues profile.
- Fostering linkages and a co-ordinated approach with RuralAccess
- Undertaking broader community development/community building functions

3.12 Monitoring and Reporting

The reporting requirements for MetroAccess are as follows:

- A 6 month and a 12 month report are to be submitted by the MetroAccess auspice agency to the Regional DHS Office. These reports will need to include financial reports/statements, and a progress report on the Community Building Plan against the objectives of MetroAccess.

- All MetroAccess Workers will be required to maintain an up to date database of projects to be submitted to the Regional DHS Office in conjunctions with the 6 month and 12 month report.

- Whilst each MetroAccess auspice will determine its own reporting requirements, it is recommended that MetroAccess workers develop a regular process for reporting to the DHS Regional Office on issues identified, and achievements against each of the MetroAccess objectives.

- A 6 month and a 12 month Community Building Report are to be submitted by the Regional DHS Office to Disability Services incorporating an overview of MetroAccess and broader regional community building activities. In addition, regions are responsible for providing quarterly monthly progress reports.

Reporting Deadlines:
To be negotiated with DHS Regional Offices.

3.13 Training and Development

A range of training and development opportunities will be provided for MetroAccess workers. As part of the first phase of MetroAccess, Disability Services will organise an orientation/induction session which will introduce the workers to the MetroAccess approach, Disability Services and other broader policy directions within DHS and State Government. RuralAccess workers and Regional DHS contacts will be involved in this orientation.

Other core training focussing on community development/community building will also be coordinated and provided through the Disability Services Branch.

It is also expected that auspice agencies will assist workers to develop a professional training and development plan which will include induction/orientation to the organization.

3.14 Information and Marketing

Disability Services will produce a range of materials and develop a range of strategies to promote and position MetroAccess. This will include brochures and other information strategies.

Local MetroAccess providers will also be encouraged to develop their own promotional material and information which draws on the local community context. An example of the types of information and brochures developed by RuralAccess workers is included in the appendices. Local MetroAccess agencies should also draw on a range of information strategies to promote MetroAccess including:

- Local Media;
- Council Information Officers and Directories;
- Local Networks;
- Disability Statewide Information Services.

3.15 Evaluation

It is intended that first phase of MetroAccess will form part of the overall evaluation to be undertaken on the RuralAccess Initiative. This evaluation will inform the development of the initiative by developing indicators and benchmarks which will help to identify and measure successful outcomes and targets.

Agreement to participate in an evaluation process will be a condition of funding, with the model of evaluation and implementation process to be negotiated with DHS at the commencement of the initiative.

Appendix 1 - MetroAccess Partnership between DHS and MAV

METROACCESS PROGRAM PARTNERSHIP AGREEMENT

Preamble

The MetroAccess Program Partnership between DHS Disability Services and the MAV, representing local government, operates under the umbrella of the overarching Partnership Protocol between DHS and MAV, October 2002.

The DHS/MAV Partnership Protocol provides a framework for guiding existing and future work and relationships between DHS and the statutory body representing local governments, the MAV. This framework includes:

- The negotiation of memoranda of understanding on specific programs between the MAV and DHS
- The negotiation of funding and service agreements between DHS regional offices and specific local governments
- Planning, policy, program development, service coordination and evaluation at statewide, regional and local government levels.

The MetroAccess Program Partnership is founded on the principles outlined in the Protocol:

- Understanding and respect for each party's specific legislative and electoral mandates and responsibilities
- Shared focus on outcomes for local and regional communities
- Open and timely communication and consultation
- Understanding of the resource capacities of each sphere.

Implementation

Implementation of the MetroAccess Program Partnership follows the relevant commitments made in the Protocol:

- To engage in timely, cooperative and meaningful consultation on the formation of policies which affect the other party and agree to negotiate on issues of concern
- To share relevant data and information to inform strategic and program/service planning
- To develop a common understanding of priority needs which will inform DHS and local government respective resource allocation decisions.

By establishing the MetroAccess Program Partnership, DHS Disability Services and the MAV agree to:

- work together in accordance with the principles and commitments of the overarching DHS/MAV Protocol to progress the roll out of the second and third phases of the MetroAccess initiative. in the development of the policy and strategy of the MetroAccess initiative, currently being rolled-out
- establish a joint Advisory Committee for the Program Partnership which will provide guidance and strategic advice in development and evaluation of the MetroAcess strategy
- gain agreement between partners at key stages of the roll-out of MetroAccess
- provide regular reports to the existing joint DHS/MAV Disability Working Party
- review the Program Partnership in three years' time.

Conclusion

DHS Disability Services and the MAV welcome the opportunity provided by the MetroAccess Program Partnership to enhance our work together towards the shared vision of an inclusive non-discriminating Victorian community where equity for people with disabilities is assured and diversity embraced and celebrated.

Signed:

---	---
Arthur Rogers	Rob Spence
Executive Director Disability Services	Chief Executive Officer
Department of Human Services	Municipal Association of Victoria

Date:

Appendix 2 - MetroAccess - A Paradigm Shift

The following diagram describes a paradigm shift associated with current trends in disability service provision. The diagram depicts the move from institutionalised service frameworks where the aim is to segregate people with disabilities in services which provide care and protection for both the community and the person with a disability, to a new perspective which focuses on strategies for enhancing citizenship status and broadening the terms of community membership for people with disabilities.

MetroAccess with its emphasis on individual empowerment, community building, service enhancement and community planning, positions itself in the community membership paradigm.

Institutional Approaches

Starting Point	Person as Patient
Target of Change	Person with a disability
Service Settings	Segregated, Congregate care in Institutional Settings
Dominant Professional Context	Custodial, Medical Strategies
Planning Strategy	Isolation, exclusion, containment and protection
Priority	Meeting basic needs
Goal	Control or cure

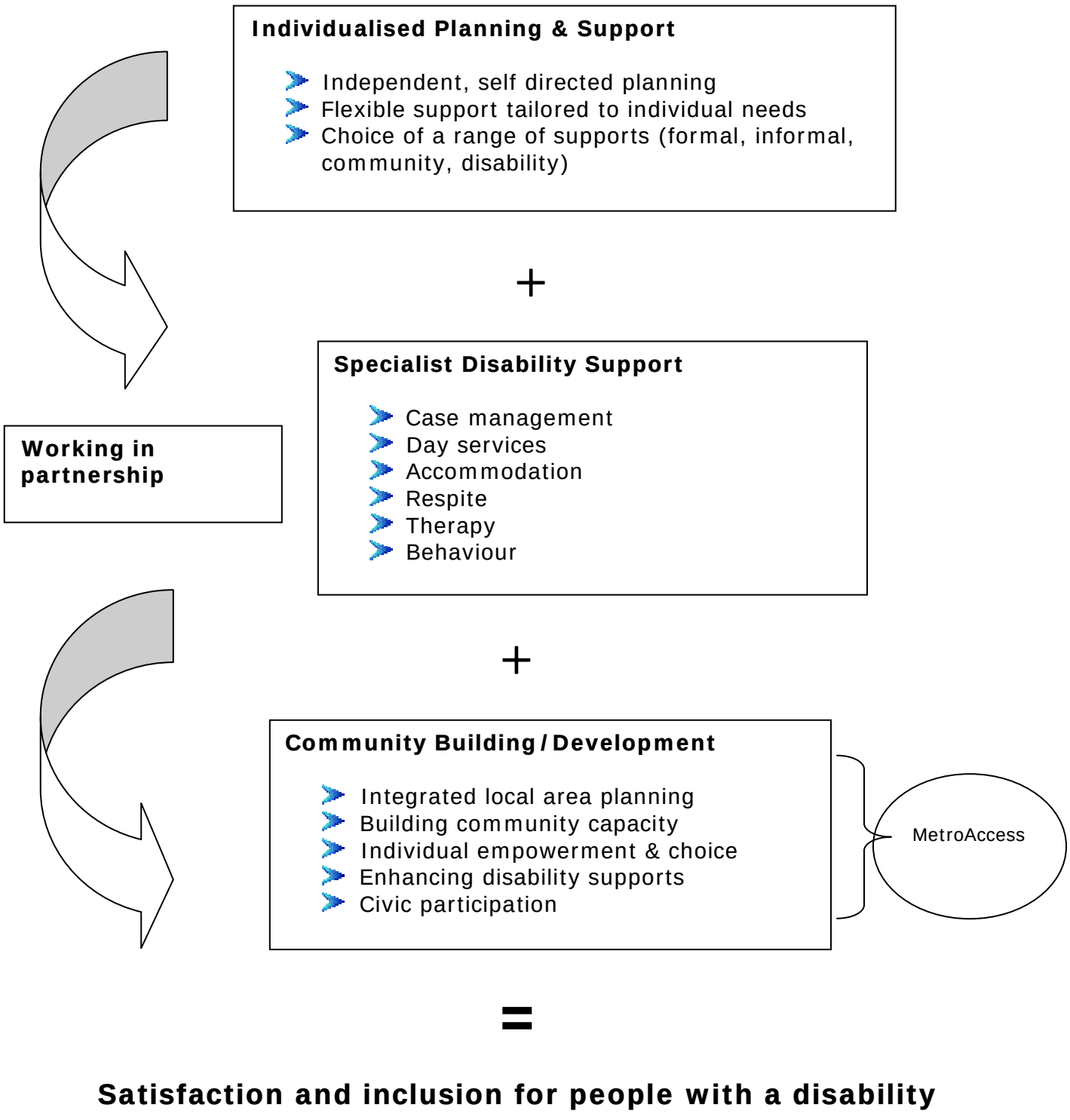
Deinstitutionalisation Model

Starting Point	Person as client or consumer
Target of Change	Disability Service Settings
Service Settings	Community Based Specialist Services
Dominant Professional Context	Developmental, Behavioural Approach
Planning Strategy	Individualised Planning, Care Plans, Rehabilitation Plans
Priority	Individual skill development, behaviour management
Goal	To change behaviour, skills and competencies

Community Membership Model

Starting Point	Person as citizen
Target of Change	Community, Environment, Attitudes to disability
Service Settings	Home, Neighbourhood, Local Communities
Dominant Professional Context	Community Development
Planning Strategy	Integrated Local Area Planning and Coordination, Multiplicity of Strategies
Priority	Enabling, Accepting Communities
Goal	Community Membership

Appendix 3 - Community Membership Equation



Appendix 4 - Community Mapping Report

The Integrated Community Planning Framework is based on the Integrated Local Area Planning model (ILAP) developed by the Australian Local Government Association in 1993.

Given the broad social and community change objectives of MetroAccess it is essential that services develop a systematic and strategic approach to guide their work within their geographic area.

A systematic approach requires that MetroAccess providers consider all relevant aspects of government, community and disability service provision in local communities. It is also concerned with integrating planning and the ongoing management of community change and development activities, and balancing top-down policy driven approaches with bottom up demand-driven processes.

The Integrated Community Planning Framework provides this systematic approach to thinking about the range of infrastructure and functions in communities that promote or constrain community inclusion and participation opportunities for people with disabilities (Refer to Integrated Community Planning Framework diagram p.8). This also provides a structure for the community mapping report, by identifying categories of community infrastructure which workers need to target.

Examples of Sector categories: (Included in Integrated/Coordinated Planning model)

Citizenship & Civic Participation Initiatives
Citizenship initiatives refer to the range of initiatives aimed at increasing the levels of engagement and representation of people with disabilities in their communities.

Physical Access
Physical Access refers to the range of initiatives aimed at increasing access for people with disabilities to the built environment.

Health
Health services refer to a range of services and supports that promote health and well being outcomes. (eg. Links with Primary Care Partnerships and HACC based planning)

Sport/Recreation/Arts
Sport, recreation and arts services represent a very broad range of community services and facilities, including clubs and hobby groups, sporting associations, community festivals and events etc (eg. Links with Sport and Recreation Victoria Regional Managers, Access For All Abilities and other Statewide Recreation providers)

Education & Training
Education and training refers to programs, services and environments that promote opportunities for people with disabilities to engage in lifelong

learning and personal development. Education and training services include schools and TAFE based programs, neighbourhood house activities etc

Informal support
A range of support services exist to enhance the capacity of family and other informal support networks to cater for the needs of the person with a disability. Such support services could include a range of initiatives such as respite services, home help, education and training, self help groups etc

Accommodation/Housing
Accommodation and housing services refer to a range of programs which provide accommodation support for people with disabilities including, public housing, private rental accommodation, CRUs.

Transport
Transport refers to a range of services and community infrastructure which enable people with disabilities to travel both within and beyond their local communities. Transport infrastructure includes public and private transport and community transport.

Information
Both formal information & referral services and informal information sources need to be considered. (eg. Intake, Access and Response Teams, Specialist Disability Information Services, Council Information Officers)

Disability Supports
There are a range of disability support services and specialist disability support in local communities. (Some of these services are listed in section 2.5)

Planning forums and networks
There are a range of formal and informal planning processes within local communities. Existing planning networks and structures should be identified including regional and sub-regional and local planning processes, across the sector categories.

Community Building Initiatives
The State Government Community Building website has a detailed list of community building programs throughout Victoria.

Key features of the Community Mapping Report

The Community Mapping process will provide an overview of services and organisations in the community and their role in relation to people with disabilities, and a discussion of key issues and needs identified.

The templates below provide a structure for the Community Mapping Report.

In addition to the templates, there should be some discussion of the following:

- Key issues raised by people with disabilities, their informal supports networks/families, disability support providers, local advocacy organisations and other community organisations/community members

- How people with disabilities, their formal and informal support systems and other key community stakeholders were included in the mapping exercise

- Key issues raised by Local, State and Commonwealth Government Departments

- Potential MetroAccess projects, identified in terms of how important the issue is (for whom and how many); and how feasible the project is.

1. Mapping Template - Local Community Infrastructure

Sector Category	Service/ Group/ Organisation/Planning Network or Forum	Contact Details	Role of organization, service or planning network	Key Issues	Opportunities Potentials

2. Mapping Template - Individual Contacts (this table is not to be submitted – but is a suggested format for recording enquiries and contacts with individuals)

Name/ Contact	Issues/ Information sought	Current Response/ Support	Proposed Action	Stakeholders involved
PWD **Informal support networks** **Community Provider** **Disability Service**				

Appendix 5 - Project Identification Table (Summary of proposed projects)

Name of Project	Issue Project Addresses	Sector category	Proposed Project Outcomes	Project Partners	Other Stake-holders	Timelines

Project Descriptions (Detailed)

- ***Project Name***
- ***Issues Project Addresses***
- ***Sector Category***
- ***Project Type:***
  - *New Service*
  - *Integrated Planning*
  - *Community Education*
  - *Policy Development*
  - *Disability Service Enhancement*

- ***Proposed Project Outcomes (General Description)***
- ***Partners/Stakeholders***
- ***Timelines***
- ***Project evaluation plan***

Appendix 6 - Recruitment

Appendix 6.1

JOB ADVERTISEMENT

?????????? REGION

METRO ACCESS PROJECT OFFICERS

Salary Package: C $50K pa. + Benefits

An exciting and challenging opportunity exists in ???????? Region, for suitably skilled and qualified people to work with people in the community to mobilise a range of community supports and resources in rural and regional areas, which will enhance the lives of people with disabilities and their families.

MetroAccess will achieve its objectives through the following:

Please Note: Insert Objectives

This initiative is being funded by the Department of Human Services Disability Program and will be implemented in partnership with the City of ??????. To obtain a detailed position description and for further information about this exciting opportunity please contact the following people:

- **??????????????, Department of Human Services, on telephone ??????????????, or for further enquiries;**
- **?????????????, on telephone (??????????????).**

Applications should be forwarded to **The Recruitment Officer, PO Box ????, ????????, Victoria 3353**.

Applications close Monday, 25 September 2000.

Appendix 6.2

INTERVIEW QUESTIONS

The questions below represent an extensive list of potential interview questions. Obviously you would not be required to use all these questions for the interview. They are provided as a guide. Please select questions to help structure your interview.

Understanding the role of MetroAccess Worker

What do you understand about the MetroAccess Initiative?

What do you imagine the key roles and responsibilities of the MetroAccess Worker to be?

What interests you about this position?

Understanding and Experience working from a Community Development perspective

What is your understanding of community development?

Describe your experience working from a community development perspective.

What skills do you have which would enable you to work in this way?

Experience Developing Initiatives with Community Organisations

What would you need to consider when planning to approach a particular community group or organization to set up a joint initiative?

What do you consider to be key factors in developing partnerships with other organizations and groups?

What types of partnerships/joint initiatives would you imagine MetroAccess would be seeking with community organizations?

Experience and skills working with people with disabilities

What experience do you have working with people with disabilities?

Given the role of MetroAccess what relationships would be important to establish with disability services?

What difficulties may you encounter in developing initiatives with disability services?

Do you have any experience in supporting people with disabilities in self-advocacy activities?

What do you believe are the main barriers faced by people with disabilities in accessing their community?

Planning Skills

What planning tasks would you anticipate in the role of MetroAccess Worker?

How would you approach planning tasks?
What would be your priorities?
Give examples of where you have been involved in planning.

Questions related to auspice eg Local Government

What experience do you have working with Local Government?

What advantages do you see in working within the Local Government context?

What disadvantages/difficulties do you see with this arrangement?

General questions

What would you most enjoy about this job?

What would be the challenges for you in this position?

Why do you think you are the right person for this role?

Appendix 6.3

POSITION DESCRIPTION: MetroAccess Project Officer

Background Information

DisAbility Services is committed to mobilising a range of supports and resources in local communities which will enhance the lives of people with disabilities and their families, and address issues of regional isolation and marginalisation from community life. There is a critical need for the disability support system and the mainstream community to develop a broader range of strategies which incorporate direct support of individuals and community building initiatives that challenge the disadvantage people experience as a result of disability.

MetroAccess will address these issues through the following:

- building increased potential for individual choice and decision making;
- greater emphasis and focus on early intervention and life transition strategies;
- better integrated community support services complemented by more effective planning and coordination which includes people with disabilities and their families, disability support providers and local communities;
- increased capacity for equitable distribution of resources based on local planning which matches individual needs assessment with an understanding of a community's enabling capacity.

MetroAccess workers will increase the range of opportunities available to people with disabilities in their communities through the application of the following strategies:

- assistance for individuals and families to improve access to relevant services and supports both formal and informal;
- a more pro-active and predictive approach to transitional and life planning;
- enhancing the quality and range of disability support in local areas;
- the development of a framework for integrated and coordinated planning in local communities; and
- the establishment of strategies for building stronger communities.

MetroAccess workers will play a pivotal role in local communities integrating a range of intervention strategies which will build and resource local community services, disability support providers and people with disabilities and their informal support networks. Critical outcomes will include, individual empowerment and choice; resilient, manageable and meaningful family life; enabling communities that promote social cohesion and solidarity; coordinated and coherent local planning; effective and efficient use of local resources; more opportunities - better access to people, places and key community events and activities.

Position Objectives:

- To mobilise and provide support for people with disabilities to enable participation and inclusion in the life of their local community.
- To improve access to information about relevant services and community activities available to people with disabilities in their communities.
- To build and strengthen the community's capacity to provide support to people with disabilities and their families through a range of strategies which include coordinated planning, networking, community education, advocacy and project development.
- To work with disability support providers to enhance their capacity to provide relevant and appropriate supports in the community.
- To facilitate integrated local community planning and coordination which involves people with disabilities and their families, disability service providers and community organisations.
- To facilitate action on behalf of people with disabilities and their families to improve access to relevant mainstream and informal community supports.

Duties:

Community Building

- Identify and establish contact with key service providers in local communities.
- Convene/Participate in, and develop a range of forums in local communities to facilitate collaborative approaches to local issues.
- Ensure communities are supported and resourced more effectively to address the needs of people with disabilities and their families.
- Develop and implement a range of projects which respond to needs and community priorities.

Individual Empowerment and Choice

- Develop a process/protocols for making and receiving client contact.
- Facilitate/coordinate access to a broad range of support services/opportunities in local communities.
- Establish links with a range of key community stake-holders with a view to advocating on behalf of people with disabilities.
- Assist people with disabilities and their families to plan and coordinate effective and relevant support which will better meet their needs and aspirations.

Service Enhancement

- Identify current examples of best practice in disability support which enhance community participation and involvement.
- Raise awareness of strategies for more effective collaboration and partnership between disability service providers and their communities.
- Assist/encourage disability support services to engage in local community planning strategies.

Planning

- Assist local communities to develop a strategic approach for the inclusion of people with disabilities.
- Consult with people with disabilities and their families, disability service providers and community organisations in order to identify community needs and service gaps.
- Establish Planning Networks to facilitate local area planning and to assist with priority setting in local areas.

Information

- Identify current information strategies and sources of information at state, regional and local levels.
- Assist in the development of community information services which will aim to be cognisant of the needs of people with disabilities and their families.
- Develop/coordinate a range of community education strategies to raise awareness of the needs of people with disabilities and their families.

Key Selection Criteria:

- Demonstrated experience working with people with disabilities.
- A commitment to participant empowerment and involvement in planning and decision making.
- An understanding of community development theory and practice; principles of community inclusion and participation and community planning strategies.
- Excellent project management skills.
- Excellent knowledge of the disability service system.
- Understanding of State and Local Government initiatives which impact on people with disabilities and their families.
- Ability to develop and work in partnership with key stakeholders in local communities.
- Personal attributes of flexibility, energy and a commitment to innovation and creativity.

Qualifications and Experience

- Tertiary Qualifications in social sciences and health including Social Work, Welfare Studies, Disability Studies, Community Development and Recreation.
- Experience in working with disadvantaged groups/people with disabilities; experience training in community development work.

References

Alford, J (1993) towards a new public management model: beyond managerialism and its critics, *Australian Journal of Public Administration*, Vol. 52, No.2, June.

Bourke, L. & Cheers, B. (1999) Towards a Rural Poverty Research Agenda for Australia in ***Rural Social Work,*** Vol 4, April, p. 4-10.

Driscoll, K. (1994) ***Connecting People, Places and Events.*** Paper delivered at VCOSS Recreation Disabilities Conference.

Fincher, R. (1998) New Geographies of Disadvantage: Implications for Service Delivery in ***Australian Journal of Public Administration,*** Vol. 58, No.3, p.55-60.

French, S. (1993) 'Can you see the rainbow? The roots of denial', in J. Swain, V. Finkelstein, S. French, & M. Oliver, ***Disabling Barriers - Enabling Environments,*** Sage Publications Ltd., London.

Hahn, H. (1985) Can Disability Be Beautiful?, ***Social Policy,*** Winter.

Jenner, L. (1994) ***Disability Identity and Friendship: 'the struggle to affirm what others deny',*** Unpublished Masters Thesis, RMIT, Melbourne.

Lord, J. and Hearn, C. (1987) ***Return to the Community - The Process of Closing an Institution,*** Centre for Research and Education in Human Services,

Oliver, M. (1990) ***The Politics of Disablement,*** Macmillan Press Ltd, London.

Ozanne, E. Et al (1999) ***Reframing Opportunities for People with Intellectual Disabilities,*** *School of Social Work, University of Melbourne, Melbourne.*

Pike, J. (1994) ***Making the Best Bet,*** RMIT, Coburg.

Reid, M. & Solomon, S. (1992) ***Improving Australia's Rural Health and Aged Care Service,s Background Paper No.11 September*** National Health Strategy Unit, Canberra.

Sanderson et al, ***People, Plans and Possibilities: Exploring person centred planning.***

Ward, J (1993) ***Australian Community Development: Ideas, Skills and Values for the 90s,*** Community Quarterly, Windsor.

Reports:

A Guide for Health Promotion by Health Care Facilities, Health Service and Promotion Branch, Health and Welfare, Canada, 1990.

A Guide to Integrated Local Area Planning, Australian Local Government Association, Union Offset Co. Pty Ltd, Canberra, 1993.

Integrated Service Planning: Interim Guidelines Primary Care Partnerships, Aged Care and Mental Health Division, January 2001

Working Together to Develop Our Communities. Good practice and benchmarking in Local Government community development and community services, Local Government Community Services Association of Australia, Townsville, 1999

Picton, C., et al (1997) ***Evaluation of the Relocation of Caloola Clients Project: A Three Year Follow Up of Former Caloola Training Centre Clients,*** The Human Resource Centre Graduate School of Social Work, Latrobe University, Bundoora.