



Central Goldfields Early Years Masterplan Final Report



March 2023

ACKNOWLEDGEMENT OF COUNTRY

Central Goldfields Shire Council acknowledges and extends appreciation for the Dja Dja Wurrung People, the Traditional Owners of the land that we are on.

We pay our respects to leaders and Elder's past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung People.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.



Aboriginal Housing Victoria - Weaving Workshop on Woi Wurrung Country

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1.0 EXECUTIVE SUMMARY

1.1 Executive Summary

Commissioned by the Central Goldfields Shire Council, the Central Goldfields Early Years Infrastructure Masterplan Project set out to establish a shovel-ready early years education infrastructure masterplan for the Central Goldfields Shire that meets community needs in both the short and long term. The masterplanning report has been prepared to provide a basis for funding applications, including the Building Blocks Infrastructure Grant, and describes the clear need for a full reform of Early Years education and infrastructure in the Central Goldfields area.

Research, data analysis and community consultation completed at the beginning of the project evidences the need for this full reform. Assessment of Council's existing kindergarten programs and physical assets demonstrate that kindergarten is under-supplied and that the physical environments are aged. These assessments when considered with the future demand outlined by the KISP data and the recently announced 4-year-old transition to 30hrs of Pre-prep reinforces the need for considerable reform in kindergarten service delivery across the Shire.

The early stages of analysis and community consultation also affirmed that there is a significant opportunity to reconceptualise Early Years Infrastructure as more than kindergarten provision. Drawing on the extensive consultation and advocacy by Go Goldfields through the *Every Child Every Chance* program and the research

of Dr Tim Moore, the Early Years Masterplan advocates for 'stacking' child and family centred interventions in order to have the maximum impact for children living with disadvantage.

This emphasis on 'stacking' interventions or designing the service provision and spatial requirements around children and families' needs (rather than defaulting to conventional building typologies) is articulated in the design principles established in the early stages of the project, along with other key principles such as cultural safety for Aboriginal and Torres Strait Islander families.

The Early Years Infrastructure Masterplan maps out a hub-and-spoke method for delivering stacked or integrated services across the Shire, in response to the need to deliver integrated, holistic support across a large geographic area with many existing assets.

The 'hub' will be a centrally located, purpose built integrated facility that will provide wrap around services focusing on children and families whilst supporting the wider community.

The 'spokes' will be geographically distributed, smaller, localised Early Years spaces with some capacity to support other service provision. Many of the spokes will be renewed existing assets.

The final Masterplan describes the necessary renewal and new build projects required to deliver accessible and inclusive Early Years services and

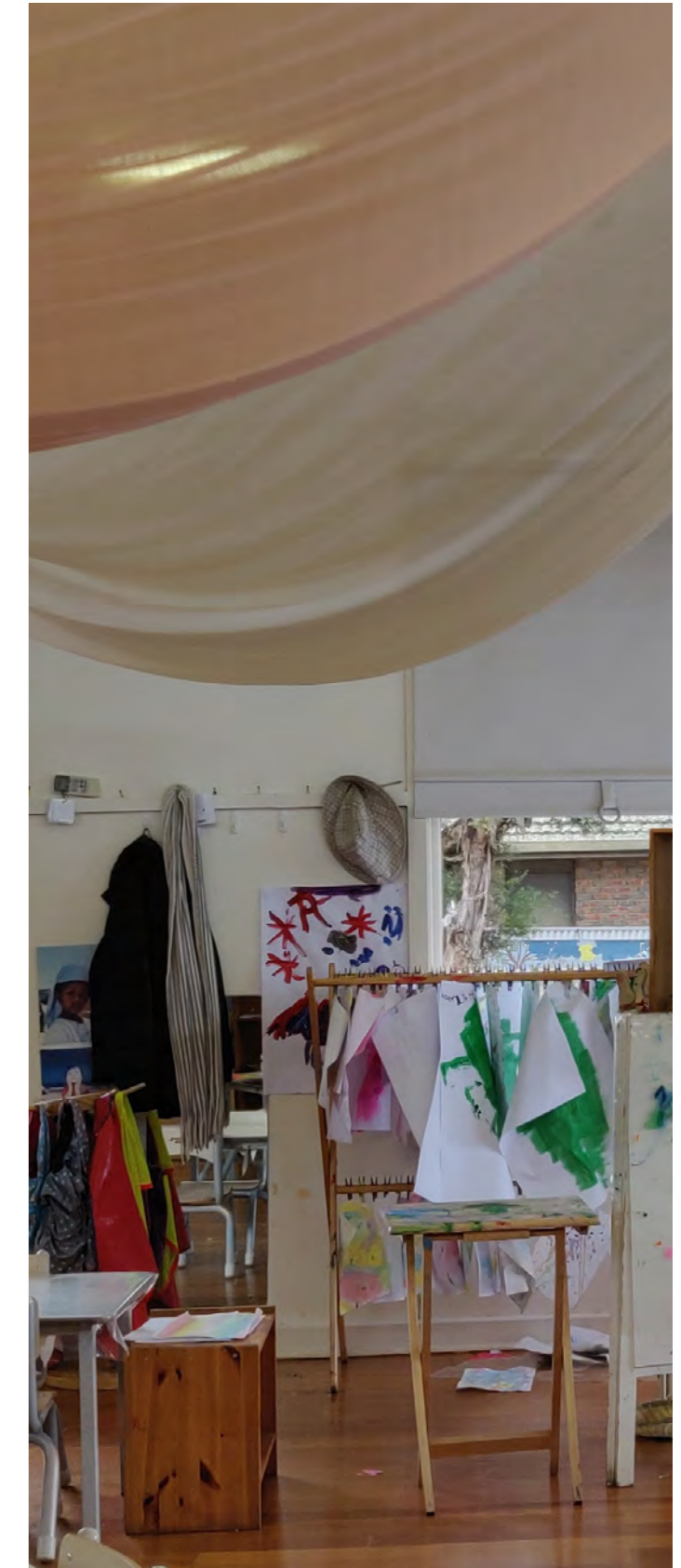
meet the needs of the community over both the short and long term.

How the Masterplan unfolds will be driven by the availability of funding. As such the Implementation strategy identifies key precursors and implications for sequencing, providing Council and Go Goldfields with a flexible, strategic approach to the implementation of the Early Years reform.

During the process of preparing this masterplan the Victorian Government announced that 50 new government-owned, government run childcare centres would be built. Maryborough has been nominated as a location for one of the first 26 centres.

As more information becomes available about this new childcare centre, including its location, this information can be fed into the implementation plan. The expectation is that the new state government funded centre will replace one of the additional kinders identified as required in the masterplan.

The findings of this project, covered in this report, highlight the gap in health and support services to Central Goldfields children and families and make explicit the need for a full reform of Early Years education and infrastructure. Undertaking this masterplan will mean providing children every chance to grow up safe, healthy, and confident and supporting the entire community more holistically.



1.0 EXECUTIVE SUMMARY

1.2 Introduction



The Central Goldfields Early Years Infrastructure Masterplan seeks to provide a comprehensive, best-practice, shovel-ready early years education infrastructure master plan for the Central Goldfields Shire which meets the needs of the community over the short and long term.

This work complements the ambitions of the Go Goldfields Partnership of which Council is a committed partner, to reduce inequality, improve standards and accessibility in early years services, ensure families are in the driving seat and create an environment in which every child born in the Shire has everything they need to fulfil their potential and live a prosperous, happy life.

Early Years Infrastructure Masterplans are typically undertaken to ensure alignment between the forecast demand for kindergarten places as described in the KISP (Kindergarten Infrastructure and Service Plan) and the physical assets within the Client's control that provide kindergarten places.

Whilst this project addresses the KISP requirements, it has a bolder and broader remit that encompasses the whole ecosystem of support services for children and families living in Central Goldfields. This broader remit is informed by Go Goldfields' initiative *Every Child, Every Chance*, which seeks to 'stack' evidence based interventions known to improve outcomes for children and families from disadvantaged backgrounds during a child's first 8 years.

The project was delivered in three phases: Phase 1 established the need, Phase 2 explored the options to meet the need and Phase 3 developed the preferred option into the final Masterplan and Implementation strategy.

In Phase 1 the community need was established through desktop analysis, stakeholder and community engagement, KISP data, expert advice from Semann & Slattery and built upon the extensive consultation and research conducted by Go Goldfields.

The community need and developed design principles were agreed upon in the early stage of Phase 2 by the Advisory Panel, assembled to guide the project. Recognising the Central Goldfields Shire is a community separated by distance, a Hub and Spoke masterplan model was adopted ensuring better distribution services across the entire community.

The 'Hub' is to be a purpose built, centrally located hub integrating health and well-being services with Early Years infrastructure. It will focus on children but also provides support and services to the wider community. The spaces and organisation to be included in the hub were investigated through Functional Relationship Diagrams and Schedule of Accommodation. The 'Spokes' are to be a combination of existing and new kindergartens with renewal and alteration works to those retained existing kindergartens. These have been explored through sketch designs and area schedules.

Both the Hub and Spokes modeling were tested with and agreed upon by the Advisory Panel.

Phase 3 refined and expanded on the preferred option in a Masterplan and Implementation strategy. Possible options were considered by both the Project Working Group (PWG) and Advisory Panel. Options were evaluated based on their capacity to meet demand, capacity to meet children and families' needs, disruption to operations and necessary financial investment. Through this evaluation the PWG arrived at the Preferred Option.

Harlock Quantity Surveyors provided detailed costings for the various capital projects identified in the masterplan:

- construction of the purpose-built Integrated Hub
- renewal of each existing kindergarten building
- addition / alterations to some existing kindergarten assets

These costings are itemised to provide Council and Go Goldfields with the capacity to repackage capital projects to align with funding envelopes as they become available.

1.0 EXECUTIVE SUMMARY

1.3 Recommendations



The following nine recommendations have arisen through the Masterplanning process which aims to assist Council in completely revitalising the Early Years education and infrastructure of Central Goldfields.

PREFERRED MODEL FOR EARLY YEARS INFRASTRUCTURE

- 1 Rethink Early Years infrastructure with a view to how it can support 'stacking' interventions for children and families.

This recommendation relates to expanding Early Years infrastructure to include spaces for allied services, other supports and community spaces as appropriate to location. This recommendation is informed by Dr Tim Moore's research, Go Goldfields advocacy and the findings of the community and stakeholder consultation undertaken as part of this project.

- 2 Adopt a minimum size of 2-kinder-room buildings, other than in very small townships, to leverage investment and provide increased capacity.

Together these two recommendations result in the preferred Early Years Infrastructure Model of:

- min 2 room kinder
- Space for consult room / travelling immunisation

This model is to be scaled according to the local community population, proximity to other existing sites providing support and the subject site.

INFRASTRUCTURE RENEWAL

- 3 Decommission existing kindergarten assets that are in very poor condition
- 4 Renew existing kinders that:
 - have space on site to be extended to increase No of rooms and therefore capacity; and / or
 - Are well loved and supported by the local community; and / or
 - Service small townships outside of Maryborough
- 5 Develop a centrally-located Integrated Hub that provides a 'one-stop' for families seeking support, information, social connection, childcare, kinder, maternal and child health and other services.

1.0 EXECUTIVE SUMMARY

1.3 Recommendations



STAFFING AND OPERATIONS

- 6 Develop a creative and effective attraction and retention strategy to recruit and maintain qualified early education and care workers.
- 7 Build up a local casual pool. Identify local people and support them through accessing training.
- 8 Conduct a review of Early Years Service model to refine strategy for Early Years delivery.

CGSC currently operates the Goldfields Family Centre and outsources the operation of all other Council sessional kindergartens to not-for-profit provider YMCA. As Council's Early Years asset portfolio grows and the number of children in Early Years care and education increases, Council will need to make a strategic decision about who will operate these services.

PARTNERSHIPS AND ADVOCACY

- 9 Identify First-Nations led body to drive the development and operation of the First Nations spaces and services.

This project has identified that there is a need for a culturally-safe space for Aboriginal and Torres Strait Islander community members to gather, connect, seek culturally-safe services and supports and foster connection to culture and Country. This is also a key finding of engagement and research by Go Goldfields. The Masterplan describes at a high level the kinds of spaces that may be required and how they would be distinct from, but connected to the other parts of the Integrated Hub.

Self-determination for Aboriginal and Torres Strait Islander communities means that appropriate First-Nations led leadership is required for any further design, programming or operational discussions.

Council may wish to pursue one of the following methods:

- Identify a suitable partner organisation (i.e. Victorian Aboriginal Child Care Agency - VACCA or Victorian Aboriginal Community Controlled Health Organisation - VACCHO) to provide advice and input into future design, service models, program delivery

and operation. This organisation may then become a tenant or key user and operate the relevant spaces

- Establish an Indigenous Advisory Group (IAG) of Elders and community members to provide advice. This approach provides the benefit of the IAG being able to inform practices and protocols beyond the Indigenous focused spaces within the hub (and indeed, beyond the hub itself even).

First-Nations specific funding will require robust governance and may require that organisation is a registered Aboriginal Community Controlled Organisation (ACCO).

2.0 BACKGROUND

2.1 Needs Analysis

The needs analysis (completed by Semann&Slattery) draws on data collected from both quantitative and qualitative data sources and marked the end of Phase 1 of the Project. Phase 1 produced a body of work which was carried out in two stages. The first stage included a document analysis and summary of key information related to the Central Goldfields' Early Years context (See Appendix 1 - Literature Review). The second stage was concerned with stakeholder engagement and identifying the needs of the Central Goldfields community with respect to Early Years infrastructure. This process was integral to identifying the existing strengths and potential opportunities inherent in the local context. Stakeholders were invited to share their knowledge of the local child and family population and Early Years' service ecosystem. They were encouraged to discuss their observations and ideas regarding Early Years infrastructure and how it might best be conceived to meet the current and future needs of families in the area.

The key findings and subsequent recommendations from Phase 1 are outlined here for consideration. Whilst the analysis points to possible infrastructure solutions to meet the demand of Early Years services, additional community consultation is required. Key decisions regarding the location of facilities, the design of the buildings and the services should be further explored with families and community in subsequent stakeholder consultations.

FINDING	RECOMMENDATION
<p>1 GoGoldfields Every Child, Every Chance Initiative is a strength to be leveraged in the Early Years infrastructure space</p>	<ul style="list-style-type: none"> Given the momentum and high stature of the GoGoldfields initiative within the Early Years space, it is recommended that the Early Years Infrastructure plan consider how to best leverage and build from what is already working well in Central Goldfields.
<p>2 MCH is poorly situated with a sub-optimal fit-out and is unable to meet demand for its Enhanced Program</p>	<ul style="list-style-type: none"> A new facility be provided, which optimises the delivery of high quality MCH services. Planning the design of such a space requires consultation with MCH practitioners. Any new build be centrally located, with its own entrance, and co-located with a childcare centre and GoGoldfields Council seeks additional funding and resources to ensure the most vulnerable families, those eligible for the Enhanced Program, are supported and not wait-listed
<p>3 Allied health services are not meeting demand, and there is a lack of early detection and intervention for children with additional needs</p>	<ul style="list-style-type: none"> Facilitate increased access to in-demand allied health services, particularly speech pathologists, occupational therapists, pediatric social workers, and other mental health services Facilitate access to NDIS practitioners in Maryborough to reduce the need for families with the highest level of need to travel Consider ways in which early detection / intervention might be supported throughout the community. This might involve facilitating social opportunities for families to come together in groups and allow families to observe their children in the context of others. Appoint an inclusion support champion to work across early childhood education and care services. A well-trained inclusion champion could serve as additional staffing (this issue is discussed elsewhere), and: <ul style="list-style-type: none"> build the capacity of existing team members, ensure consistent collection of assessments to pick up delays, and support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

2.0 BACKGROUND

2.1 Needs Analysis



FINDING	RECOMMENDATION
4 Kindergarten is under-supplied	<ul style="list-style-type: none"> Optimise the use of existing services and infrastructure. Three services could each potentially run an additional program and offer another 66 licensed places per week to the community. Dunolly Kindergarten, Maryborough – T. L. Stone Memorial Kindergarten, and Talbot Kindergarten currently operate three days a week. By offering an additional 7.5-hour program over two days per week, each service could offer 22 licensed places. The Talbot Kindergarten is currently underutilised due to its location and costs associated with car travel. The demand for a kindergarten placement at Talbot might increase if transport were included. This may be considered as an interim measure to meet community demand whilst new infrastructure is being built. Renovate / maintain current kindergarten infrastructure. Focus on identified defects and those components with a lifespan expiring within five years (<\$230,000). If renovating is not a viable solution, replacing the infrastructure should be considered to maintain multiple and varied service delivery locations. This is particularly with respect to kindergartens in the satellite towns (e.g. Talbot and Dunolly) Supply the community with additional kindergarten infrastructure to meet current and future demand.
5 Given the levels of vulnerability in the community, services delivering early childhood education and care programs need to be committed to delivering high quality programs	<ul style="list-style-type: none"> Council facilitate support for early childhood services with Working Towards NQS ratings (A G Leech Kindergarten Maryborough and Goldfields Family Centre). A strength of the community is the number of services meeting (x2) and 2 of the services are exceeding the National Quality Standards. Leveraging this knowledge base to support lower quality services through professional development and networks should be considered.
6 Long Day Care is under supplied	<ul style="list-style-type: none"> Any proposed new build should accommodate a long day care program either alongside or integrated with the kindergarten program.
7 OSHC is underutilised	<ul style="list-style-type: none"> Out of school hours care (OSHC) service provision is already provided for in the community, and the service has low demand. Council likely does need to include OSHC service provision in a new infrastructure build. Providing for this would likely threaten the viability of other local services. Parents could be supported to understand better the service and how to access it - this includes support with setting up childcare subsidy with Centrelink and the low cost associated with it (after rebate). OSHC enrolment might be supported via central enrolments.

2.0 BACKGROUND

2.1 Needs Analysis



FINDING	RECOMMENDATION
8 Lack of awareness of services and how to access them	<ul style="list-style-type: none"> Increase community awareness around services on offer, how to access these services, and why they are important.
9 Toy Library is underutilised	<ul style="list-style-type: none"> Facilitate the promotion of the Toy Library service and educate the community on access and benefits. This could include holding playgroups at the new Toy Library location. Source funding to purchase memberships for vulnerable families (\$500 could buy memberships for 50 families). Consider how to best support the Toy Library with respect to its grant writing and forms associated with running events
10 Transportation is a barrier to access	<ul style="list-style-type: none"> Accessible and affordable transportation to early years' services must be considered. This could include investigating busing services for kindergarten access and possibly even free shuttle buses or taxi services for vulnerable families accessing appointments.
11 Families lack a natural community space to meet	<ul style="list-style-type: none"> The provision of a centrally located family-friendly space be considered in the early years infrastructure plan.
12 Staffing early childhood education and care services is a challenge	<ul style="list-style-type: none"> Develop a creative and effective attraction and retention strategy to recruit and maintain qualified early education and care workers. Build up a local casual pool. Identify local people and support them through accessing training. Additionally, there are a number of DET funded scholarships and financial incentives on offer to those looking to start in the ECEC sector. ECEC services consider appointing a role of 'inclusion champion'. A well-trained inclusion champion could work across services and serve as additional staffing support and help to: <ul style="list-style-type: none"> build the capacity of existing team members, ensure consistent collection of assessments to pick up delays, support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

2.0 BACKGROUND

2.1 Needs Analysis



FINDING	RECOMMENDATION
13 Family Day Care is maximally utilised, and there is an appetite for more childcare choice in the community	<ul style="list-style-type: none"> • Council considers expanding its FDC service; this would include expanding the coordinator in charge of administration and support • Source funding to support the training of local educators in the community and support them in the fit out of the property • As the fit-out is often a barrier for educators, Council may wish to consider unique models of delivery, including fitting out unused Council assets and having the FDC educators work from any such Council-owned buildings
14 There are gaps in service provision, particularly specialist services	<ul style="list-style-type: none"> • Any early years' infrastructure plan should consider improving access to specialist services that families greatly need. The provision of a co-located collaborative model of service delivery which leverages inter-agency collaboration may support access to services as expensive infrastructure and scarce resources is shared between agencies. • Allied and health agencies may wish to engage technology-based models to support access to specialist services (e.g. telehealth services). • Young mothers and Aboriginal families were cited as groups that were challenging to engage. Therefore, a tailored and targeted approach to engaging these groups should be considered.
15 Internet access is an issue in smaller towns	<ul style="list-style-type: none"> • Consider how internet access impacts the communication of health and education messaging with respect to promoting kindergarten and other services. • Consider communication strategies that leverage the community's social media engagement. • Advocate for improvements to internet connectivity infrastructure to facilitate reduced social isolation and improved service access
16 Central Goldfields lacks a welcoming and culturally inclusive space for Aboriginal families	<ul style="list-style-type: none"> • Increase Aboriginal community awareness around services on offer, how to access them, and why they are important • Ensure Aboriginal families are well supported with respect to knowledge of services, referrals, accessing NDIS, and Centrelink for childcare subsidy. • Facilitate internet / computer access to families • Ensure any infrastructure design is culturally inclusive and Aboriginal families feel welcome

2.0 BACKGROUND

2.2 Consultation Findings



Community consultation sessions were hosted and run by Semann & Slattery through attendance at supported play groups within Maryborough, Dunolly and Talbot and drop in sessions were run at the Nest providing the opportunity for the broader community to provide feedback.

These sessions confirmed there is general support from the community for an integrated services hub in Maryborough, with the caveats that:

- More needs to be done to provide speech pathology and associated mental wellbeing support to the larger community; stories of one to two-year waiting lists were common, a circumstance seriously impinging on young children's health, well-being and future school success.
- At least one additional large child-care centre needs to be built, noting in particular, the current shortage of places and the incoming requirement for 30 hours of preschool as well as three year-old Kindergarten.
- Current services need substantial renovation or rebuilding to enable safe and productive quality provision of early childhood education and care (one respondent said that Californian Gully is "a falling-down asbestos building" and another said that Leech should be bull-dozed in order to start over). Resourcing was also constantly mentioned

as an issue- with relation to indoor furniture, books and other educational materials as well as the need for major upgrades of outdoor education settings.

- Steps need to be taken to extend funding for The Nest which is currently offering many supports, although sometimes 'drop-ins' are discouraged by the closed door and/or meetings being held there.
- A mobile service might support areas such as Carisbrook, with no early childhood provision.
- A street-front information centre such as the Parent space in Ballarat, could provide information about multiple resources without the need to be 'seen' asking for the psychologist (or other support, which is potentially damaging in a small town), ideally with telephone access to 24/7 support - as a range of people commented how difficult it was to know where to go or who to ask for specific child-raising questions/concerns.
- People were very supportive of the work by Go Goldfields, the libraries and the supported playgroups. Appropriate facilities are an issue as well as geographic accessibility.
- Strong feelings were expressed about the need for greater recognition of the Aboriginal (and/or Torres Strait islander) communities. There seems to be serious under-reporting of the number of Aboriginal families in the area

2.0 BACKGROUND

2.2 Consultation Findings

(eg. Note that there are approx. 65 Aboriginal children in the Maryborough Education Centre, and their families are scattered around the area.) Not all are vulnerable or disadvantaged, and there is not one vocal association to represent this important group, but Ballarat District Aboriginal Coop is able to assist in conversations with locals about the potential shape of a separate (visibly identified with artworks -paintings and sculpture by local artists) identified space which could be part of the new precinct to attract families, but physically distinct to enable trust to be established over time. An Aboriginal Coordinator would be key to the success of such an initiative.

- Dunolly is benefiting from a very successful supported playgroup, Kindergarten and library. Further support is needed to extend library hours and offerings (eg lap-time and toddler story time). The possibility of an attached multi-purpose site was raised, to enlarge the library and enable use by visiting specialists, parent drop-ins, and other community groups. For example, there were suggestions for holiday and after-school provision of five or six week offerings of such things as gymnastics, cricket, soccer, crafts, book-making.
- Clearly, the presence of university-qualified early childhood teachers is a key factor in quality provision. Steps need to be taken to both support current staff (eg professional

development in manageable formats, including provision for mentorship by the more experienced staff) and to develop local career pathways alongside employment initiatives.

- There was not specific feedback from adults or children with disabilities, although disadvantage and special characteristics were clearly evident. It was noted that any renovation or building needed to include wide doors and corridors for wheelchairs and large strollers, as well as signage for the partially sighted.
- Transport challenges were raised in relation to access to medical appointments and supportive networks, including attendance at swimming lessons.



2.0 BACKGROUND

2.3 Existing Kindergarten Capacity Analysis

The following table summarises key data regarding each of the existing Council run kindergartens including: approved places and allowances of sq/m per child based on the provided floor plans. Roseberry House is included without sq/m calculations as it is privately run and Council does not have access to the floor plans for this kindergarten.

At a minimum children are to be provided 3.3sqm of unencumbered internal floor space and 7sqm of unencumbered outdoor space and classes are limited to a maximum of 33 places. Currently the Council kindergartens meet this standard however due to the high number of children who present with additional needs (disability, neurodiversities, learning difficulties etc) standard floor areas and class sizes are not suitable to meet these additional needs and it is recommended that an additional 2sqm is added per place to both indoor and outdoor areas.

The total number of places is calculated as 15hr places and is then divided into 3 and 4 year old places to account for 4 year old places transition to 30hrs of pre prep. The surplus/shortfall calculations assume a 50/50 split of 3 and 4 year olds.

Service Name	Operated by	Existing - 2023						Operational Model		Maximum Operations Operational Model		Comments
		Approved Kinder Places	Kinder UFA	Space		Sessions Per Week	Kinder Places	Sessions Per Week	Kinder Places			
				Outdoor Kinder UFA	Internal Floor Area per place					Outdoor Floor Area per place		
Goldfields Family Centre Kindergarten (standalone)	CGSC	33	131	260	3.97	7.88	2	66	2	66		
Dunolly Kindergarten	YMCA	30	144.44	1230	4.81	41.00	1.5	45	2	60		
AG Leech Kindergarten - Maryborough	YMCA	33	127.76	880	3.87	26.67	2	66	2	66		
Californian Gully Kindergarten - Maryborough	YMCA	29	107.95	890	3.72	30.69	2	58	2	58		
T L Stone Memorial Kindergarten - Maryborough	YMCA	30	149.15	640	4.97	21.33	1.3	39	2	60		
Back Creek Kindergarten - Talbot	YMCA	25	97.68	320	3.91	12.80	1	25	1	25		
Roseberry House	Private	33	NA	NA	NA	NA	2	66	2	66		
TOTAL 15hr PLACES								365		401		
TOTAL CAPACITY (after Pre-prep and a 50/50 split of 3+4 year old kinder - 15+30hr places)							3yr Old	122	3yr Old	133		
							4yr Old	122	4 yr Old	133		
								244		266		

2.0 BACKGROUND

2.4 Existing Kindergarten Recommended Capacity Analysis

The following table demonstrates the maximum number of kindergarten places available within the existing Council kindergartens when spatial allocations are increased to respond to children's needs (5sqm of unencumbered internal floor space and 9sqm of unencumbered outdoor space). Roseberry House is included without sq/m calculations as it is privately run and Council does not have access to the floor plans for this kindergarten.

The table also reflects the recommendation that groups be capped at 22 children / places. The total number of places is calculated as 15hr places and is then divided into 3 and 4 year old places to account for 4 year old places transition to 30hrs of Pre-prep. The surplus/shortfall calculations assume a 50/50 split of 3 and 4 year olds. This brings the maximum number of children being serviced down to 170 within the current operational model or 186 in the maximised model.

This data shows that at minimum 5 additional kindergarten rooms are required to meet the place needs of the Shire and provide quality education and care to children with additional needs.

Service Name	Operated by	Existing - 2023								Operational Model		Maximum Operations Operational Model		Comments	
		Building Capacity	Recommended Capacity	Kinder UFA	Outdoor Kinder UFA	Internal Floor Area per place at capacity	Floor Area per place at recommended	Outdoor Floor Area per place at capacity	Outdoor Floor Area per place recommended	Sessions Per Week	Kinder Places	Sessions Per Week	Kinder Places		
Goldfields Family Centre Kindergarten (standalone)	CGSC	26	22	131	260	5.04	5.95	10.00	11.82	2	44	2	44	Kinder space is only big enough for a maximum of 26 places.	
Dunolly Kindergarten	YMCA	28	22	144.44	1230	5.16	6.57	43.93	55.91	1.5	33	2	44	If places are reduced to 22 kinder has enough space to add consult room into existing building whilst maintaining 5sqm per child	
AG Leech Kindergarten - Maryborough	YMCA	25	22	127.76	880	5.11	5.81	35.20	40.00	2	44	2	44		
Californian Gully Kindergarten - Maryborough	YMCA	21	21	107.95	890	5.14	5.14	42.38	42.38	2	42	2	42		
T L Stone Memorial Kindergarten - Maryborough	YMCA	29	22	149.15	640	5.14	6.78	22.07	29.09	1.3	28.6	2	44	If places are reduced to 22 kinder has enough space to add consult room into existing building whilst maintaining 5sqm per child	
Back Creek Kindergarten - Talbot	YMCA	19	19	97.68	320	5.14	5.14	16.84	16.84	1	19	1	19	Due to population it is unlikely that this kinder will need more than its current capacity.	
Roseberry House	Private	33	22	NA	NA	NA	NA	NA	NA	2	44	2	44		
TOTAL 15hr PLACES											255	281			
TOTAL CAPACITY															
<i>(after Pre-prep and a 50/50 split of 3+4 year old kinder - 15+30hr places)</i>															
											3yr Old	85	3yr Old	93	
											4yr Old	85	4 yr Old	93	
												170		186	
											<i>2029 KISP DEMAND</i>		291	291	
SURPLUS/SHORTFALL											SHORTFALL	-121	SHORTFALL	-105	

2.0 BACKGROUND

2.5 Transitioning to Pre-prep

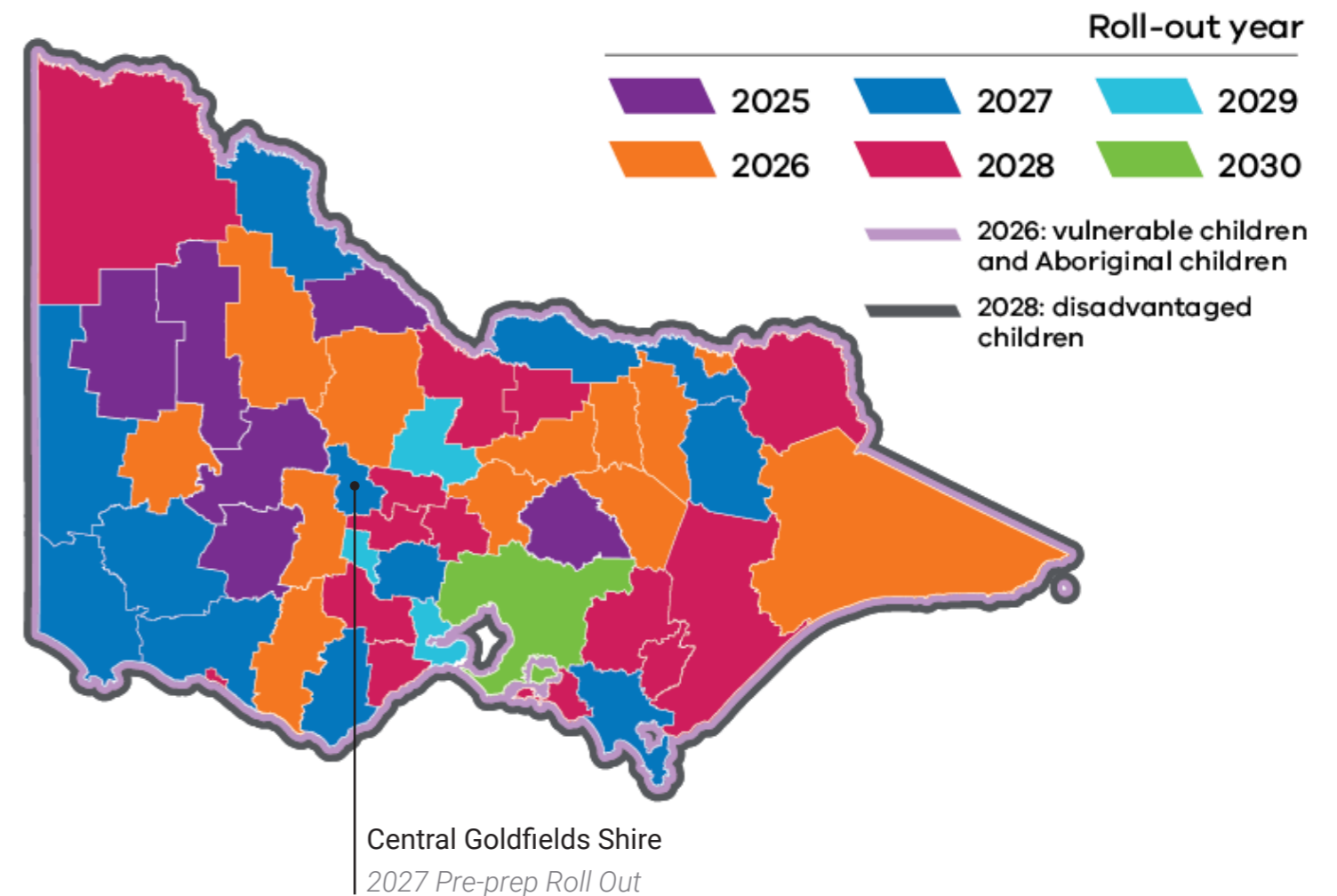


The Victorian Government has mandated all Four-Year-Old Kindergartens will transition to 30 hours of pre-prep by 2032. It is estimated this will begin roll out in 2027 for the Central Goldfields Shire. The existing KISP data does not currently include provisions for these changes.

The current KISP data reflects the existing mandated 15hrs of kindergarten per child for both three and four year olds. The new 30hrs of Pre-prep will mean four-year-old kindergarten sessions will double in length, from 15hrs to 30hrs, whilst three-year-olds will remain at 15 hours.

In order to understand how the transition to Pre-prep will impact the place capacity within the Shire, the KISP data must be separated into the two groups - three and four year old. As the government hasn't released this data as yet we have modeled the KISP data into percentage splits. These splits can be used to understand whether the different scenarios provide enough capacity for each of the splits.

KISP DEMAND		291 children	
3years		4years	
Ratio	KISP Places @15 hrs	Ratio	KISP Places @30hrs
50%	146	50%	146
40%	116.4	60%	175
30%	87	70%	204
20%	58	80%	233



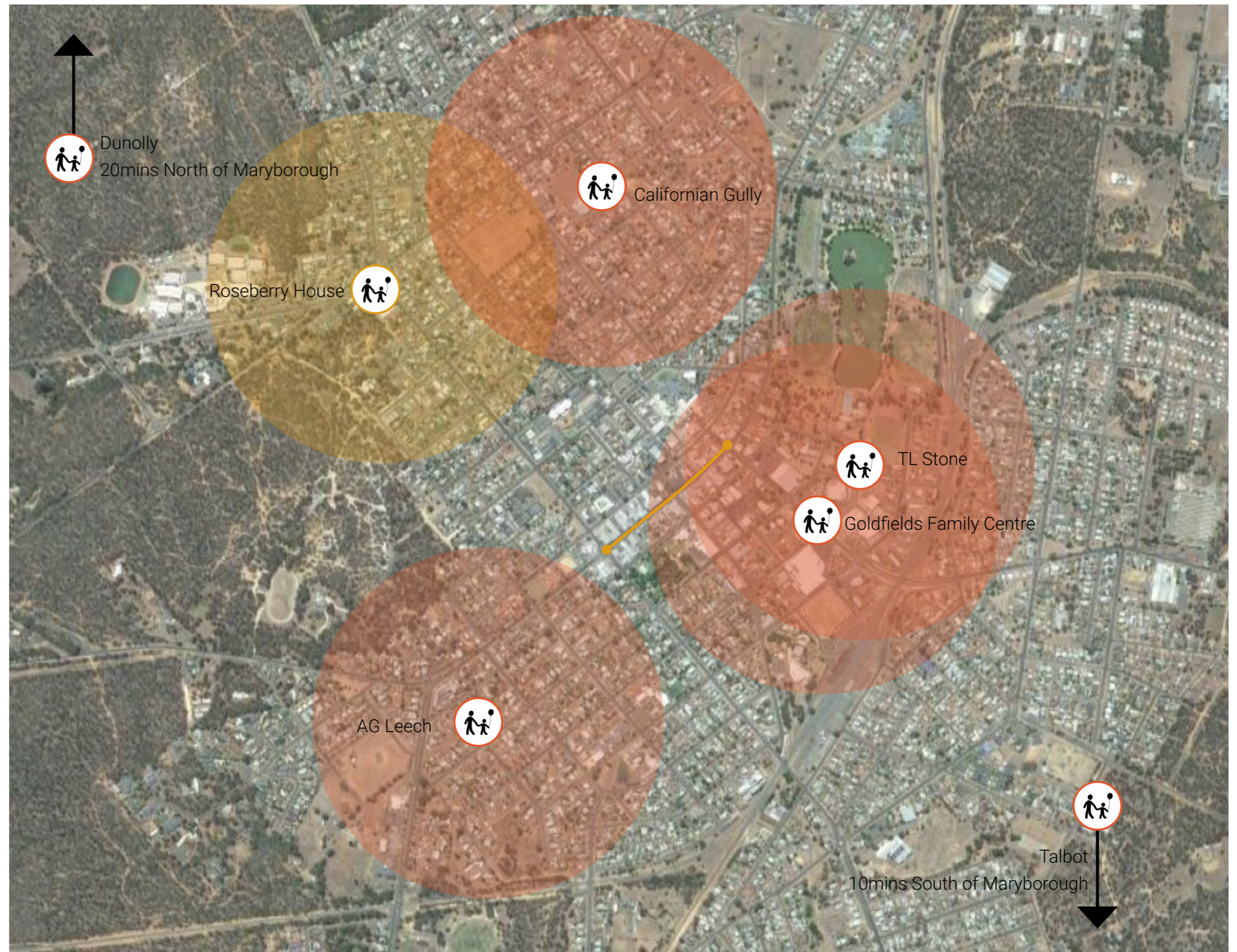
2.0 BACKGROUND

2.6 Existing Kindergarten Distribution Map

Maryborough has five existing kindergartens - Roseberry House is privately run (yellow) and Californian Gully, Goldfields Family Centre, T.L Stone and A.G. Leech are owned by Council (orange). A 500m radius is drawn around each of the kindergartens showing the areas of Maryborough that are within 10-15minutes walk of a kindergarten.

The map demonstrates the centre, north and west of Maryborough are well serviced by the existing kindergartens but the south and south-east of Maryborough, the area sitting across the train line from the activity centre, is currently under serviced.

Dunolly and Talbot Kindergartens are not shown on this map but should be maintained and renewed in their existing locations to service the communities that sit well outside the Maryborough activity centre.



2.0 BACKGROUND

2.7 Existing Kindergarten Evaluation Summary

With the exception of the centrally located Goldfields Family Centre, the Council-owned kindergarten assets are in poor condition. Previous reports prepared for Council by Macutex detail the asset conditions and likely renewal costs. The Existing Kindergarten Evaluation Matrix provides a qualitative review of those same assets, assessing whether the sites and buildings are fit-for-purpose and identifying their capacity to be expanded or altered. Below is a summary of the evaluation scores, which evidence the need for renewal and/or alteration of all assets in order to better meet the needs of the community.

CRITERIA		Goldfields Family Centre Kindergarten	Dunolly Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Back Creek Talbot Kindergarten
1. SITE FEATURES	1.1 Site size	3	5	5	5	1	3
	1.2 Solar access	2	4	5	3	3	3
	1.3 Cross ventilation	1	3	3	4	3	4
	1.4 Suitability of street location	4	4	4	4	4	4
	1.5 Impact on neighbours	3	4	4	4	4	5
	1.6 Impact on traffic	3	4	4	4	5	4
	1.7 Parking options	4	2	2	2	2	2
	1.8 Capacity for upgrade or expansion	1	5	5	5	1	2
Site Features Total Score		21	31	32	31	23	27
2. CONNECTIVITY	2.1 Catchment to be serviced and current capacity	-	-	-	-	-	-
	2.2 Proximity to other like services	5	3	3	3	5	3
	2.3 Active transport options	1	3	3	1	1	3
	2.4 Public transport options	3	1	3	3	3	1
Connectivity Total Score		9	7	9	7	9	7

2.0 BACKGROUND

2.7 Existing Kindergarten Evaluation Summary

CRITERIA		Goldfields Family Centre Kindergarten	Dunolly Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Back Creek Talbot Kindergarten
3. AMENITY	3.1 Available facilities	3	4	4	4	2	2
	3.2 Size and quality of spaces	2	4	3	1	1	2
	3.3 Operations and administration areas	1	3	2	1	1	1
	3.4 Ongoing maintenance and operating costs / demands	1	3	1	1	1	1
Amenity Total Score		7	14	10	7	5	6
4. FUNCTIONAL SUITABILITY	4.1 Capacity to meet the needs of users	1	3	1	1	3	3
	4.2 Capacity to meet the needs of users from vulnerable and/or disadvantaged families, children with disabilities, etc	1	3	1	1	2	2
	4.3 Capacity to meet the needs of staff	2	2	1	1	1	1
	4.4 Outdoor Spaces	2	5	5	5	3	3
Functional Suitability Total Score		6	13	8	8	9	9
5. FUTURE PROOF	5.1 Ability to accommodate changes in use	1	5	5	5	1	3
	5.2 Co-located services	5	3	3	3	5	3
	5.3 Environmental impact	3	5	5	5	5	1
Future Proof Total Score		9	13	13	13	11	7
TOTAL EVALUATION SCORE (out of 115)		52	78	72	66	57	56

3.0 MASTERPLANNING

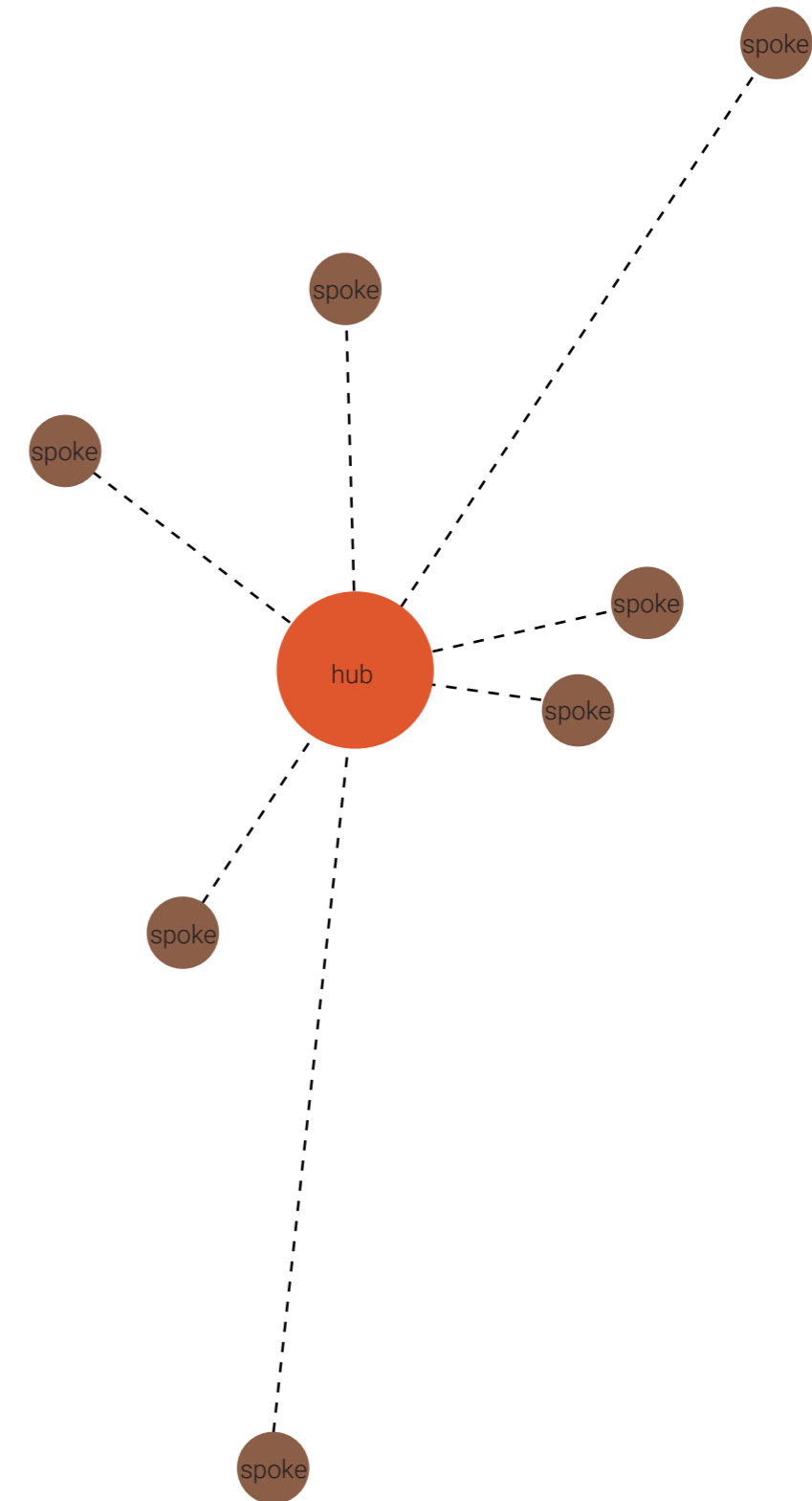
3.1 The Model

By the conclusion of Phase 1 the Project Team, Council and Go Goldfields had identified that a family and child centred, integrated model of service provision was the most appropriate response to community need. The preference for an integrated model is informed by evidence and research conducted by the Murdoch Children’s Research Institute *Restacking the Odds* initiative which states that “‘stacking’ evidence based interventions known to improve children’s outcomes will provide a cumulative impact to better enable change for children and their families experiencing disadvantage.” (The Go Goldfields Approach: An opportunity for government to enable sustainable community led change).

Importantly – the integrated, family-centred model is to be adopted for future greenfield developments but is also to inform the ongoing renewal or renovation of existing Early Years centres. This means that Early Years centres will accommodate a broader offering of services (and require additional spaces) than a standard one or two room kindergarten facility.






The Early Year’s Infrastructure Masterplan proposes a Hub and Spoke model comprising:





- A flagship, greenfield integrated Hub that is centrally located and provides wrap around services to all families and community members with a focus on 0-8 years of age but supporting intergenerational wellbeing
- ‘Spoke’ sites distributed as evenly as possible throughout the Central Goldfields region that meet the clear need for additional allied health, mental health and support services for families who are unable to access Maryborough based services. The Spoke sites will most likely be existing Council-owned Kindergarten sites where small additional spaces can be provided to deliver against the aspirations of a family-centred integrated model at an appropriate scale.



3.0 MASTERPLANNING




3.2 Design Principles

Principle		Description
1 Natural Community Space		Site is located to maximise access by the community, leveraging nearby transport, public facilities and centres. Building and landscape design create a welcoming space that looks and feels like a shared community space where people are free to come and go. The design responds and contributes to its context including built and natural features of the site and surrounding area.
2 Child and Family Centred		Building design centres child and family experiences and voices by acknowledging that children and families know what's best for them. Design process utilises a co-design model to centre the voices of children and families giving them the opportunity to have input into their future facility
3 Cultural Awareness		Design is culturally safe, demonstrates respect for the diversity of Indigenous culture's and celebrates the oldest living culture.
4 Biophilia + Connection to Country		Buildings will be designed with consideration for Biophilia and Connection to Country. Indoor spaces will connect to outdoor spaces as often as possible; interiors utilise natural material selection, natural light, views to plants and seeks to reflect the complexity of forms, enclosure and spatial experiences of the natural world.
5 Trauma Informed Design		Building and landscape design will be trauma informed and respond to user needs. Designs should consider legibility of travel paths, soft lighting, sound minimisation, self-regulation spaces, and access to outdoor spaces.

Principle		Description
6 Sensory Based Design		Building will be designed with a sensory base that supports children's learning and growth through their senses. Children learn about the world around them through their senses and a rich, sensory-based design supports their curiosity and wonder, which results in improved language skills and complexity. Sensory Based designs also offer support for children with additional needs to regulate and learn in an inclusive way.
7 Multi-generational		Design incorporates multiple types of spaces and programs to attract people of all ages and all life stages. Building design is suitable for all abilities and mobilities including, for example width of circulation spaces as well as appropriate acoustics and wayfinding.
8 Authentically Inspired		Buildings and landscapes are designed to focus on what is actually there, what can actually be seen outside the windows, what materials are actually being used to create the building and outdoor spaces. By enhancing the strengths of a space – capturing a view to the tree next door, using the texture of timber or brick, there is reduced need to apply graphics and visuals that do nothing to stimulate children's senses and curiosity. Authentic spaces feel 'of a place' and create memorable, rich learning opportunities for children
9 Inclusive Learning		Site layout, building design and fit out deliver high quality learning spaces and amenity for users. Learning spaces are adaptive and offer a variety of settings, technologies and opportunities for interactions to cater for children of varying abilities and different learning styles.

3.0 MASTERPLANNING

3.2 Design Principles

Principle	Description
10 Safety 	<p>Building design optimises the use of the built and natural environment for learning and play, while utilising equipment, vegetation and landscaping that has a low health and safety risk, and can be checked and maintained efficiently and appropriately.</p> <p>Building design balances safety and security with the need to create a welcoming and accessible building. Public and private spaces are clearly defined and childcare areas are designed with controlled access points. ¹</p>
11 Sustainability 	<p>Building is designed to follow sustainable best practice: natural ventilation, sunlight, passive thermal design for ventilation, heating and cooling reducing reliance on technology and operation costs. Building design uses recycled / reclaimed materials/waste and new materials are sustainable. Facility design encourages minimised waste from users and provides recycling waste management.</p>
12 Landscape Design 	<p>Exterior landscapes create welcoming entrances to the building and integrate the site into its surrounding context. Outdoor play and community spaces are designed for diversity in function and use, age-appropriateness and amenity.</p> <p>Landscapes are designed to enhance environmental performance including retaining natural features that contribute to local context, co-ordinates water and soil management, solar access, preserves green networks and responds to local micro-climates. ²</p>

1. NSW Department of Planning and Environment, *Childcare Planning Guidelines Delivering Quality Child Care*, (Sydney: Crown Copyright NSW Government, 2017),7.

2. NSW Department of Planning and Environment, *Childcare Planning Guidelines Delivering Quality Child Care*,7.

3.0 MASTERPLANNING

LEGEND

- FULFILLS CRITERIA
- PARTLY FULFILLS CRITERIA
- DOES NOT FULFILL CRITERIA
- Scenarios grayed out do not meet KISP requirements at recommended capacity
- Recommended Scenario

3.3 Preferred Scenario Scorecard

Ten possible masterplan scenarios were presented to and work shopped with the Project Working Group at the beginning of Phase 3 - see Appendix 5. Through this process the ten scenarios were reduced to two and a hybridisation of these (Scenario 2+3) were presented to the Advisory Panel along with an additional bare minimum option presented as a baseline for comparison (Scenario 1). Cost plans were provided after this meeting and demonstrated the possibility of a fourth scenario - adding a kindergarten room to A.G. Leech (Scenario 4.)

The Preferred Scenario Scorecard provides a high level description of these four scenarios, scores them against five key criteria and provides an overview of their place capacity and capital costs. This scoring eliminates Scenario 1 and 2 as they will not meet the KISP and Pre-prep demand nor will they provide equity for all children.

SCENARIO	Site									Key Criteria					Capacity*	Financial
	Existing				New					1	2	3	4	5	KISP Demand: 291 places by 2029	Financial Investment
	Maryborough				Dunolly	Talbot	Maryborough			Child and Family Centred	Geographically Distributed	Minimises Interruption to Operations	Equity for all children	Room to Grow		
Goldfields Family Centre Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Integrated Hub	Additional Kindergarten 1	Additional Kindergarten 2								
1	Renew	Renew	Renew	Renew	Renew	Renew	3x Kindergarten 1x Long Day Care	1x Kindergarten	-	●	●	●	●	●	291 PLACES 5 classes @23 places instead of recommended 22 place maximum	CAPITAL COST: \$22.7m SALES: 0 Sites PURCHASE: 2 Site
2	MCH moves to Hub, 1x Kindergarten within LDC program ALL LDC Care	Renew	New Infrastructure	Renew	Renew	Renew	3x Kindergarten 1x Long Day Care	2x Kindergarten	-	●	●	●	●	●	291 PLACES 3 classes @23 places instead of recommended 22 place maximum	CAPITAL COST: \$22.3m SALES: 1 Sites PURCHASE: 2 Site
3	MCH moves to Hub, 1x Kindergarten within LDC program ALL LDC Care	Renew	New Infrastructure	New Infrastructure	Renew	Renew	3x Kindergarten 1x Long Day Care	2x Kindergarten	1x Kindergarten	●	●	●	●	●	298 PLACES Surplus of 7 places	CAPITAL COST: \$22.4m SALES: 2 Sites PURCHASE: 3 Site
4	MCH moves to Hub, 1x Kindergarten within LDC program ALL LDC Care	Renew +Add Kindergarten Room	New Infrastructure	New Infrastructure	Renew	Renew	3x Kindergarten 1x Long Day Care	2x Kindergarten	-	●	●	●	●	●	298 PLACES Surplus of 7 places	CAPITAL COST: \$22.8m SALES: 2 Sites PURCHASE: 2 Site

*Capacity in each scenario is based on a 50/50 split of 3yr year old 15hour places and 4yr old 30hour places

3.0 MASTERPLANNING






3.4 Final Masterplan

Scenario 4 is the recommended scenario for implementation as it represents the lowest number of assets (requiring less site acquisition and creating lower running and maintenance costs), it doesn't preclude the addition of another kinder on a new site at a later stage and leverages the investment in the renewal of A.G. Leech.

The Final Masterplan is mapped here demonstrating the recommended kinder places per location and the geographical distribution of the revitalised Early Years Infrastructure across Central Goldfields. A 500m radius is drawn around each of the kindergartens showing the areas of Maryborough that are within 10-15minutes walk of a kindergarten - evidencing a relatively even distribution of kindergarten services across Maryborough.

Mapped locations are indicative only.

LEGEND

-  Kindergarten
-  New Integrated Hub
-  Council Early Years Asset
-  Existing Private Kinder
-  Central Business District

Dunolly
22 Place Kinder (1 Room)

(New) North West Maryborough Kinder
44 Places (2 Rooms)
Actual location TBC

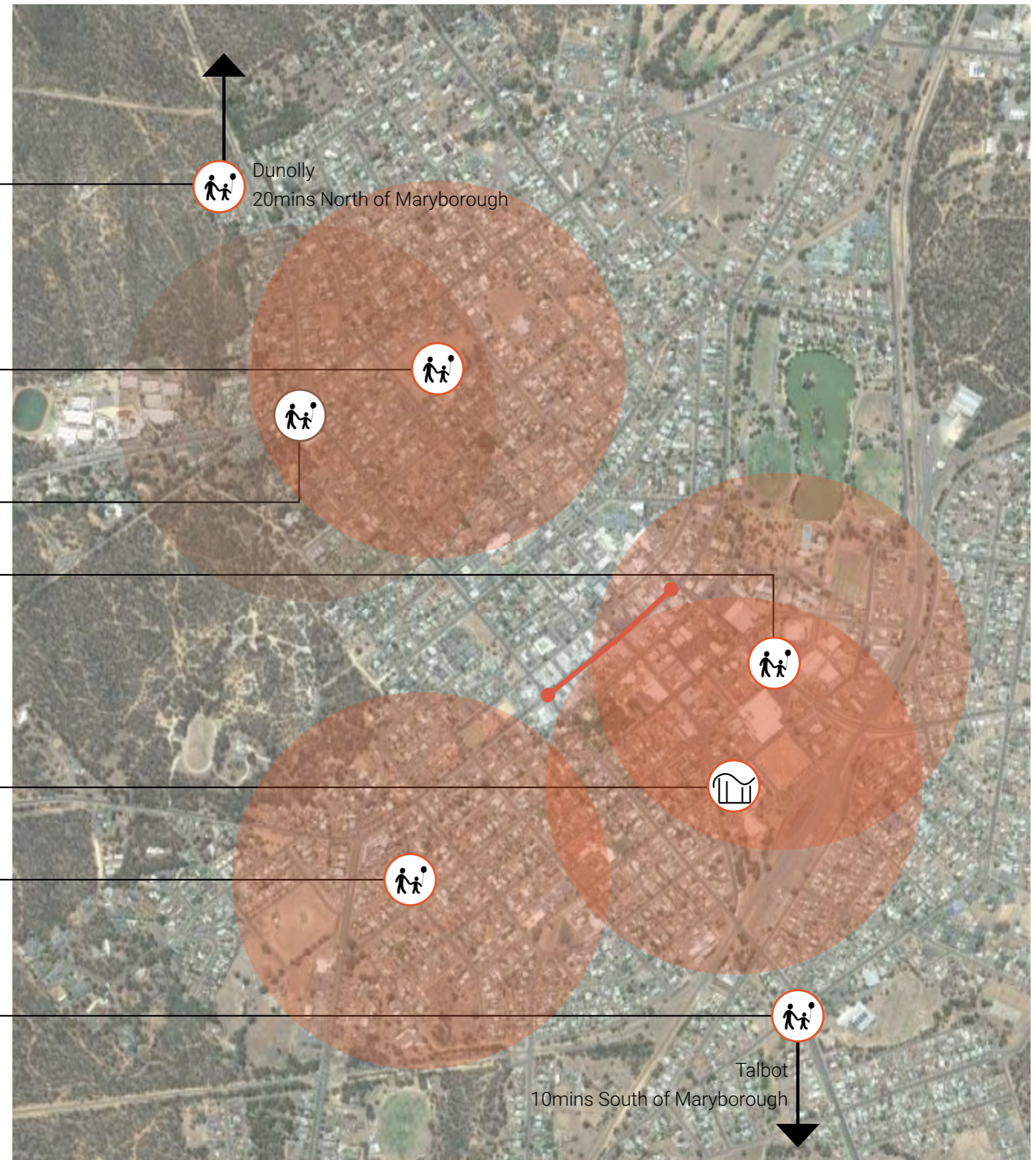
Roseberry House
33 Places (Within LDC Program)

Goldfields Family Centre
22 Places (Within LDC Program)

New Integrated Hub
66 Places (3 Rooms)
Actual Location TBC

A.G. Leech
44 Places (2 Rooms)

Talbot Kinder
19 Places (1 Room)



ICON REFERENCES:
Parent and child by Krisada from Noun Project
Paint Brush by Muhammad Atiq from Noun Project
cube by Wren Pollard from Noun Project
building Blocks by Falco B from Noun Project
Doctor by Yazmin Alanis from Noun Project

4.0 INTEGRATED HUB

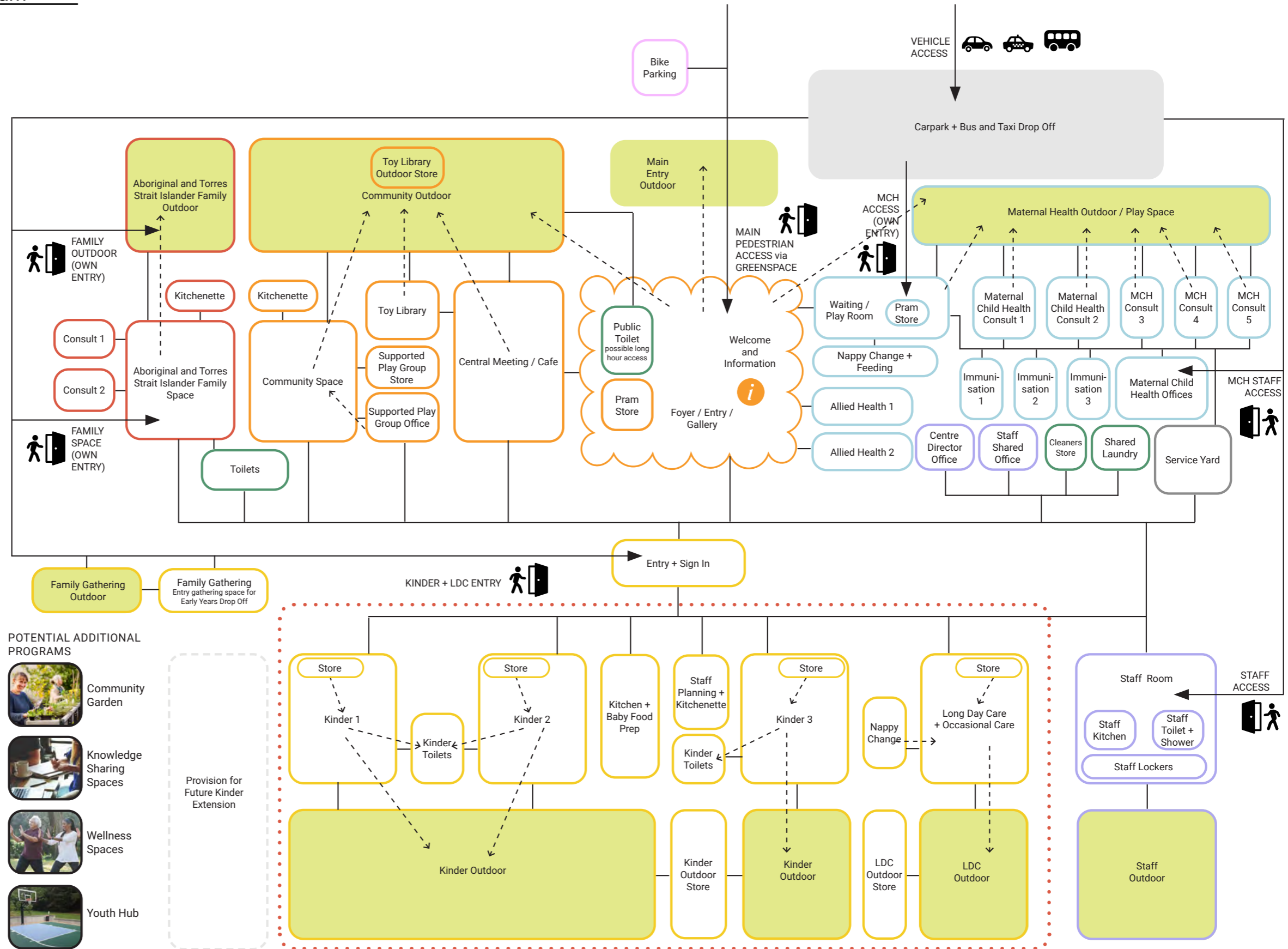
4.1 Functional Relationship Diagram

This diagram describes each of the spaces required for the project and shows how people can move between (or look through) the spaces.

It is a diagrammatic representation of the project brief.

LEGEND

- Community / Public Access
- Health / Specialist Services
- Childcare + Early Years
- Aboriginal and Torres Strait Islander Family Space
- Staff
- Building Services
- Services Yard
- Bike Store
- Carparking
- Outdoor Space
- Movement (two-way)
- Visual connection (one-way)
- Access to Site
- Childcare Secure Boundary



4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

			PROPOSED				
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS
Community	Foyer / Entry / Gallery		1			45	Welcoming entry with nooks for quiet conversations. Connection to passageways to consult rooms + childcare.
	Pram Storage		1			12	
	Welcome / information		1			5	for admin tasks+ liaising with staff/ visitors
	Central Meeting / Café		1			50	A general use space / piazza space. Direct Access to Community Outdoor Play and Toy Library
	Community Room inc. lockable storage		1			65	Connected to central meeting + kitchenette. Used to host community workshops, community meetings, MCH workshops etc.
	Kitchenette		1			12	zip tap, pantry, fridge/freezer, waste storage, food prep equipment, bench space
	Supported Play Group Office		1			12	
	Supported Play Group Store		1			12	
	Toy Library		1			50	
	Visitors Toilet / Parents Room		1			32	Includes childrens toilet and nappy change facility
Subtotal Community						295	
Circulation (+11%)						327	
Travel (+6%)						347	
Services (+23%)						427	
Total						427	

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

				PROPOSED			
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS
Aboriginal + Torres Strait Islander Family Space	Consult rooms		2	7	0.45	6	
	Kitchenette		1			8	zip tap, pantry, fridge/freezer, waste storage, food prep equipment, bench space
	Family Gathering Space		1			65	Direct Access to Secure Outdoor Play (seperated from Kinder/LDC/CommunityPlay)
Subtotal						79	
Circulation (+11%)							88
Travel (+6%)							93
Services (+23%)							115
Subtotal						115	

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

				PROPOSED			
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS
Childcare + Early Years	Long Daycare (LDC)		1	22	5.00	110	min. 3.3sqm per child. Direct Access to Secure Outdoor Play. Childcare experts recommend increasing this to 5sqm as the minimum is lower than optimal.
	Nappy Change		1	30	0.45	14	Nappy change facility
	LDC Cubby Storage		1	22	0.43	9	Place for children to store bags
	LDC Store		1	22	0.17	4	Storage for play materials and equipment, bedding.
	Childcare and Early Years Kitchen + Baby Food Prep		1	90	0.33	30	Pantry, large fridge / freezer, dishwasher, waste storage, cooktops, food prep equipment, trolleys, bench space
	Kindergarten		3	22	5.00	330	min. 3.3sqm per child. Direct Access to Secure Outdoor Play. Childcare experts recommend increasing to 5sqm this as the minimum is lower than optimal.
	Kinder Toilet		1	66	0.50	33	2 toilets/ wash basin per 30 children, additional toilet for every additional 15
	Kinder Cubby Storage		3	22	0.52	34	Place for children to store bags
	Kinder Store		3	22	0.30	20	Storage for play materials and equipment, bedding.
	Entry / Sign In		1			12	
	Family Drop Off / Gathering		1			15	Space for families to gather outside before signing child into LDC / Kinder
	Staff Planning Room		1			15	1:11 teacher child ratio both a staff room and staff planning room are preferable. Staff planning includes staff kitchenette
Subtotal						626	
Circulation (+11%)						694	
Travel (+6%)						736	
Services (+23%)						905	
Subtotal						905	

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

							PROPOSED			
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS			
Health / Services	Waiting / Play Room		1			45	Waiting zone for consultation rooms. Should have its own entry and include pram parking			
	Pram Parking		1		8.0	8				
	Nappy Change		1			10	Can be shared with feeding area			
	Baby Food Prep Area + Breast Feeding		1			10	Can be shared with nappy change			
	Maternal Child Health (MCH) Consult Lrg		2		25	50	Large enough to undertake Movement Testing			
	Maternal Child Health (MCH) Consult Med		3		17	51				
	Immunisation Rooms		3		17	51				
	MCH Offices		2		12	24	At least 2 - more if possible			
	Allied Health Consult Rooms		2		12	24				
Subtotal						273				
Circulation (+11%)							303			
Travel (+6%)							321			
Services (+23%)							395			
Subtotal						395				

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

				PROPOSED			
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS
Staff Amenities + Building Services	Staff Room		1			40	1:11 teacher child ratio both a staff room and staff planning room are preferable
	Staff Kitchen		1			8	
	Staff Toilet and Shower		1			8	at least 1x shower
	Staff Lockers		1			15	
Subtotal						71	
Circulation (+11%)						79	
Travel (+6%)						84	
Services (+23%)						103	
Subtotal						103	
Building Services	Shared Laundry		1			20	washing machine, washtub
	Cleaner's Store		1			5	cleaning materials and equipments
Subtotal						25	
Circulation (+11%)						28	
Travel (+6%)						29	
Services (+23%)						36	
Subtotal						36	

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

			PROPOSED				
PROGRAM	ROOM DESCRIPTION	LOCATION / ROOM NO.	No.	Ppl	Area Rate (m2)	Area UFA (m2)	COMMENTS
Outdoor Space	Entry		1			50	
	Community Outdoor + Play Space		1			150	
	Outdoor Toy Library Store		1			10	
	LHD Secure Outdoor Play		2	33	9	594	minimum 7sqm per place. Childcare experts recommend increasing this to 9sqm as the minimum is lower than optimal.
	LHD Outdoor Store		1	66	0.18	12	
	Kinder Secure Outdoor Play		2	33	9	594	minimum 7sqm per place. Childcare experts recommend increasing this to 9sqm as the minimum is lower than optimal.
	Kinder Outdoor Store		1	66	0.18	12	
	Family Gathering / Drop Off		1			30	
	Aboriginal and Torres Strait Islander Play		1	15	8	120	
	Maternal Child Health Outdoor Play		1			40	
	Staff Outdoor Area		1	6	8	48	
	Services Yard		1			30	
Subtotal						1690	
Circulation (+11%)						1876	
Travel (+6%)						1988	
Services (+23%)						2445	
Subtotal						2445	
Vehicle Access	Carparking		35		13	455	
	Service Road (25% of Parking)					114	
Subtotal						569	

4.0 INTEGRATED HUB

4.2 Schedule of Accommodation

AREA TOTALS:

Total Building Area	1981
Total Outdoor Space	2445
Total Area	4426

MINIMUM SITE AREA: 5000m²

4.0 INTEGRATED HUB

4.3 Concept Drawing



4.0 INTEGRATED HUB

4.4 Concept Drawing - Demonstrating Design Principles



7 MULTI-GENERATIONAL



8 AUTHENTICALLY INSPIRED



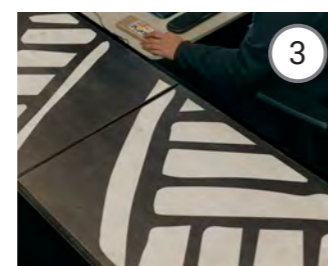
9 INCLUSIVE LEARNING



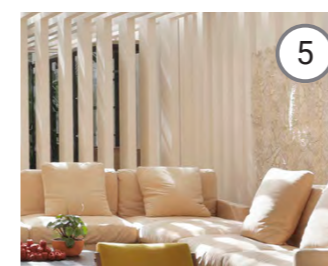
10 SAFETY



1 NATURAL COMMUNITY SPACE



3 CULTURAL AWARENESS



5 TRAUMA INFORMED DESIGN



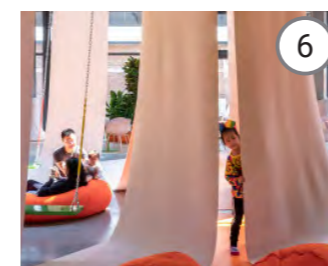
11 SUSTAINABILITY



2 CHILD AND FAMILY CENTRED



4 BIOPHILIA / CONNECTION TO COUNTRY



6 SENSORY BASED DESIGN



12 LANDSCAPE DESIGN

4.0 INTEGRATED HUB

4.5 Operational Model

The Business Calibrator were engaged to financially analyse several operational models for delivery of a Kindergarten and Early Years

Learning Centre and subsequent fiscal return to council through the new integrated hub. Several models were considered including:

1. Council operation of the Kindergarten and Early Years Learning Centre
2. Council leases the Kindergarten and Early Years Learning Centre to a private operator
3. Council leases the Kindergarten and Early Years Learning Centre to an Early Years Management (EYM) or parent committee

From the analysis of potential operating models, the return (loss) to council is summarised in the table below:

From the summary table, it appears that leasing the property to an independent, private operator would return a large surplus of funds to council. However, Council will need to consider its position in relation to the provision of early years education in the shire.

The methodology and calculations for each model and fiscal return(loss) is expanded upon in the full report - See Appendix 8.

Model	Income to council	Expenditure excluding Depreciation	Surplus/(deficit) excluding Depreciation	Depreciation	Surplus/(deficit) including Depreciation return to council
Model 1 -Council operated	\$1,914,425	\$1,809,980	\$104,445	\$192,803	(\$88,357)
Model 2 – Lease at commercial rent	\$546,520	\$10,000	\$536,520	\$187,803	\$348,717
Model 3 – lease at peppercorn rent	\$20,000	\$10,000	\$10,000	\$187,803	(\$177,803)
Model 3A – lease at much reduced rent	\$200,000	\$10,000	\$190,000	\$187,803	\$2,197

4.0 INTEGRATED HUB

4.6 Proposed Site Evaluation Matrix

The Integrated Hub Site Evaluation matrix describes the key criteria for site selection. Suitable sites (i.e. that meet minimum site size) that have been identified through conversations with Council, Go Goldfields and the Advisory Panel have been assessed using this matrix. Below is a summary of the matrix criteria each site was scored against.

CRITERIA

1. SITE FEATURES

1.1	Site Size	<ul style="list-style-type: none"> Does the size of the site allow optimal functional relationships to be achieved, horizontally and vertically? Min 5000sqm Max7500sqm Does the size of the site enable an efficient building footprint and massing that minimises travel distances to be achieved? Is the site large enough to allow for expansion to meet any unplanned future growth in demand for services?
1.2	Topography	<ul style="list-style-type: none"> Is the site relatively flat or are any changes in level manageable and able to be readily incorporated into an efficient site layout? Is the site free of significant vegetation that may constrain utilisation of the site? Is the site free of existing buildings that must be retained and which would impede achieving an efficient site layout? Is the site subject to inundation, overland floodways or watercourses that would limit the usable area?
1.3	Shape	<ul style="list-style-type: none"> Does the site have a relatively regular shape that can be fully used, e.g. free of odd shaped portions that cannot be easily incorporated into the planned facility? Does the shape of the site enable good functional relationships to be established? Does the shape of the site limit how facilities can be laid out e.g. a long narrow site that imposes a linear layout?
1.4	Availability of site infrastructure	<ul style="list-style-type: none"> Does the site have good access to reticulated services (e.g. water, sewer, electricity, gas run past the property or are able to be brought to site relatively easily) or will significant costs be incurred in bringing them to the property? Do local reticulated services have existing capacity to support the proposed use? Will planned development on site be contingent on works being undertaken by utility providers to increase local capacity, posing a risk to project delivery timelines?

CRITERIA

2. ACCESSIBILITY FOR CLIENTS, STAFF AND SUPPORT SERVICES

2.1	Site Access	<ul style="list-style-type: none"> Does the site have frontage to two streets/roads to enable separation of clients and/or servicing? (desirable)
2.2	Traffic Management	<ul style="list-style-type: none"> Will potential vehicle entry and exit points for the site be able to be located so they are logical for the proposed usage as well as safe for vehicles entering or leaving the site (e.g. slip lanes for site entries, controlled by traffic signals)?
2.3	Access to local public transport	<ul style="list-style-type: none"> Is the site well serviced by public transport to ensure access for users, staff and visitors (e.g. Train stations, bus and tram routes close by)?
2.4	Access to regional public transport	<ul style="list-style-type: none"> In regional centres, is the facility located close to regional transport hubs to facilitate access for users, staff and visitors travelling from more remote locations?
2.5	Access to major arterial road	<ul style="list-style-type: none"> Is the site located in close proximity to a major arterial road/s to facilitate access for users, staff and visitors accessing the site by private vehicle?
2.6	In identified service delivery area	<ul style="list-style-type: none"> Is the site well located relative to the community it is intended to serve? i.e centrelink, libraries, community services
2.7	Community sensitivity	<ul style="list-style-type: none"> Is the site located where it may be subject to community concerns regarding its intended use (e.g. over-concentration of services in one area)? Is the site located where it may be subject to community concerns about its potential impact on the local area (e.g. increased traffic and heavy vehicle movements, 24 hour service delivery generating noise)?
2.8	Adjoining uses	<ul style="list-style-type: none"> Are any adjoining uses likely to have a negative or perceived negative impact on the safe operation of the site (e.g. noise, odours, dust, emissions)? Are any adjoining uses incompatible with the services intended to be delivered from the site?

4.0 INTEGRATED HUB

4.6 Proposed Site Evaluation Matrix

CRITERIA

3. PLANNING AND PROPERTY

3.1	Zoning	<ul style="list-style-type: none"> Does the current zoning of the site allow for the proposed use or will rezoning be required? Does the current zoning require a planning permit to construct a building or carry out works on the site, potentially adding risk and time to the development timelines?
3.2	Overlays	<ul style="list-style-type: none"> Are there existing overlays on the site (e.g. environmental, landscape, heritage, built form, and land and site management issues) that may limit use of the site or potentially impact on project timelines/deliverables?
3.3	Particular Provisions	<ul style="list-style-type: none"> Is the site affected by particular provisions in the planning scheme that may apply to particular uses or development (e.g. advertising signs, car parking or specified types of use) that may pose a risk to development timelines?
3.4	Property	<ul style="list-style-type: none"> Is the property comprised of multiple parcels of land that have differing planning requirements which may pose a risk to development timelines?

4. RESILIENCE

4.1	Resilience of the site to natural risks	<ul style="list-style-type: none"> Is the proposed site potentially at risk from adverse natural events (e.g. in a zone subject to bushfires, overland flows, flooding)?
4.2	Resilience of the site to man-made risks	<ul style="list-style-type: none"> Is the proposed site potentially at risk from adverse man-made events (e.g. adjoining uses have an inherent operational risk, difficult to secure the site utilising the principles of crime prevention through environmental design, bounding roadways carry heavy vehicles at speed)?

CRITERIA

5. ACQUISITION

5.1	Ease of acquisition	<ul style="list-style-type: none"> Is the site expected to be relatively easy to acquire (e.g. is the site on Crown Land, owned by a State Government department or entity, owned by a local authority or privately owned freehold land)?
5.2	Vendors	<ul style="list-style-type: none"> Does acquiring the site require negotiating with a single vendor or multiple vendors, adding risk to the timeline for development? Has the vendor/vendors indicated the property is for sale?

6. USAGE

6.1	Usage History	<ul style="list-style-type: none"> Are previous uses of the site known and are any of those former uses associated with a high risk of potential contamination that will impact on cost and timelines for any planned development? Have other developments undertaken in close proximity to the proposed site encountered latent conditions that have added cost and time to the development? Is the site considered culturally safe for Traditional Owners?
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5.0 EXISTING KINDERGARTENS

5.1 Existing Kindergarten Building Audit

Goldfields Family Centre
100 Napier St Maryborough 3465



Site area: 2482.8m²
Indoor space: 950m²

Approved places: 100
2022 Enrolments: 30 3yo, 33 4yo
Comments: At capacity, group sizes already exceed optimum capacity of 22 children.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$3 234 296.00
Macutex condition assessment

A G Leech Kindergarten
26 Alma St Maryborough 3465



Site area: 1433.96m²
Indoor space: 186m²

Approved places: 33
2022 Enrolments: 22 3yo, 30 4yo
Comments: An additional 11 children can be accommodated for.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$921 565.00
Macutex condition assessment

Californian Gully Kindergarten
31 Wills St Maryborough 3465



Site area: 1732.68m²
Indoor space: 219m²

Approved places: 30
2022 Enrolments: 15 3yo, 29 4yo
Comments: An additional 7 children can be accommodated in the 3yo program.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$855 108.00
Macutex condition assessment

T L Stone Memorial Kindergarten
6 Lake Rd Maryborough 3465



Site area: 608.28m²
Indoor space: 219m²

Approved places: 30
2022 Enrolments: 9 3yo, 13 4yo
Comments: An additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$837 310.00
Macutex condition assessment

LEGEND: ■ Likely compliant ■ Minor upgrades required ■ Significant upgrades required

5.0 EXISTING KINDERGARTENS

5.1 Existing Kindergarten Building Audit

Dunolly Kindergarten

Maude St Dunolly 3472



Site area: 2057m²
Indoor space: 180m²

Approved Places: 30
2022 Enrolments: 9 3yo, 13 4yo
Comments: An additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$948 095.00
Macutex condition assessment

Talbot Back Creek Kindergarten

2 Fyffe St Talbot 3465



Site area: 944.47m²
Indoor space: 164m²

Approved Places: 25
2022 Enrolments: 5 3yo, 8 4yo
Comments: 22 places available.

Scorecard:

- Building Services Audit based on 2020 report by Macutex
- External Fabric Audit based on 2020 Macutex report
- Internal Fabric Audit based on 2020 Macutex report

Estimated renewal cost: \$705 511.00
Macutex condition assessment

Roseberry House

123 Inkerman St Maryborough 3465



Summary:
Not included within Macutex assessment.
Kindergarten in a long daycare service. Operated privately.

Site area: 2060.36m²

Approved Places: 70
2022 Enrolments: 2 3yo, 11 4yo

LEGEND: ■ Likely compliant ■ Minor upgrades required ■ Significant upgrades required

5.0 EXISTING KINDERGARTENS

5.2 Summary of Kindergarten Renewal Costs

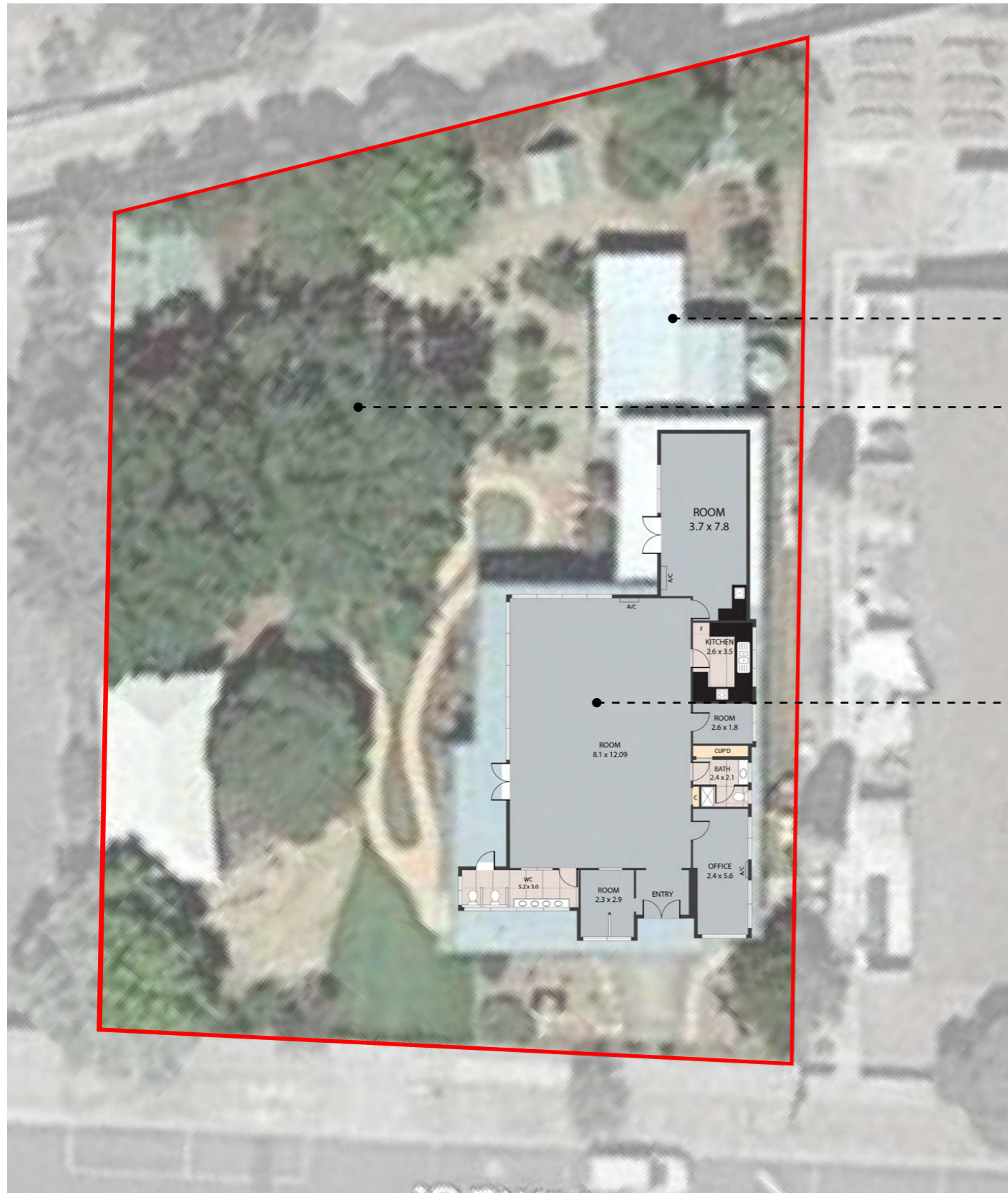
Macutex were engaged in mid 2020 to complete a building fabric audit of all existing kindergarten assets and provide associated estimated costs. Significant cost escalation has occurred since these estimates were produced. Harlock provided the estimated escalation percentage to be applied to the Macutex for each year from 2023 through 2030.

The below table applies these escalation percentages to the Macutex report estimating the total renewal cost for each of the existing kindergartens per the escalation figure for each year.

Council Owned Kinders	2020 Macutex Renewal Cost	Renewal Costs - Escalation of Macutex Report to 2030							
		2023 22% Escalation	2024 26.8% Escalation	2025 32% Escalation	2026 37.2% Escalation	2027 42.7% Escalation	2028 48.4% Escalation	2029 50.3% Escalation	2030 52.3% Escalation
Goldfields Family Centre Kindergarten (standalone)	\$3,234,296.00	\$3,945,841.12	\$4,101,087.33	\$4,269,270.72	\$4,437,454.11	\$4,615,340.39	\$4,799,695.26	\$4,861,146.89	\$4,925,832.81
AG Leech Kindergarten - Maryborough	\$921,565.00	\$1,124,309.30	\$1,168,544.42	\$1,216,465.80	\$1,264,387.18	\$1,315,073.26	\$1,367,602.46	\$1,385,112.20	\$1,403,543.50
Californian Gully Kindergarten	\$855,108.00	\$1,043,231.76	\$1,084,276.94	\$1,128,742.56	\$1,173,208.18	\$1,220,239.12	\$1,268,980.27	\$1,285,227.32	\$1,302,329.48
T L Stone Memorial Kindergarten	\$837,310.00	\$1,021,518.20	\$1,061,709.08	\$1,105,249.20	\$1,148,789.32	\$1,194,841.37	\$1,242,568.04	\$1,258,476.93	\$1,275,223.13
Dunolly Kindergarten	\$948,095.00	\$1,156,675.90	\$1,202,184.46	\$1,251,485.40	\$1,300,786.34	\$1,352,931.57	\$1,406,972.98	\$1,424,986.79	\$1,443,948.69
Back Creek Kindergarten - Talbot	\$705,511.00	\$860,723.42	\$894,587.95	\$931,274.52	\$967,961.09	\$1,006,764.20	\$1,046,978.32	\$1,060,383.03	\$1,074,493.25

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



A.G. Leech - Existing Infrastructure

A.G. Leech is well-loved by the Central Goldfields community however the existing building infrastructure is aged, poorly laid out and does not have any additional capacity in its current envelope.

Existing Open Storage

Existing Landscape

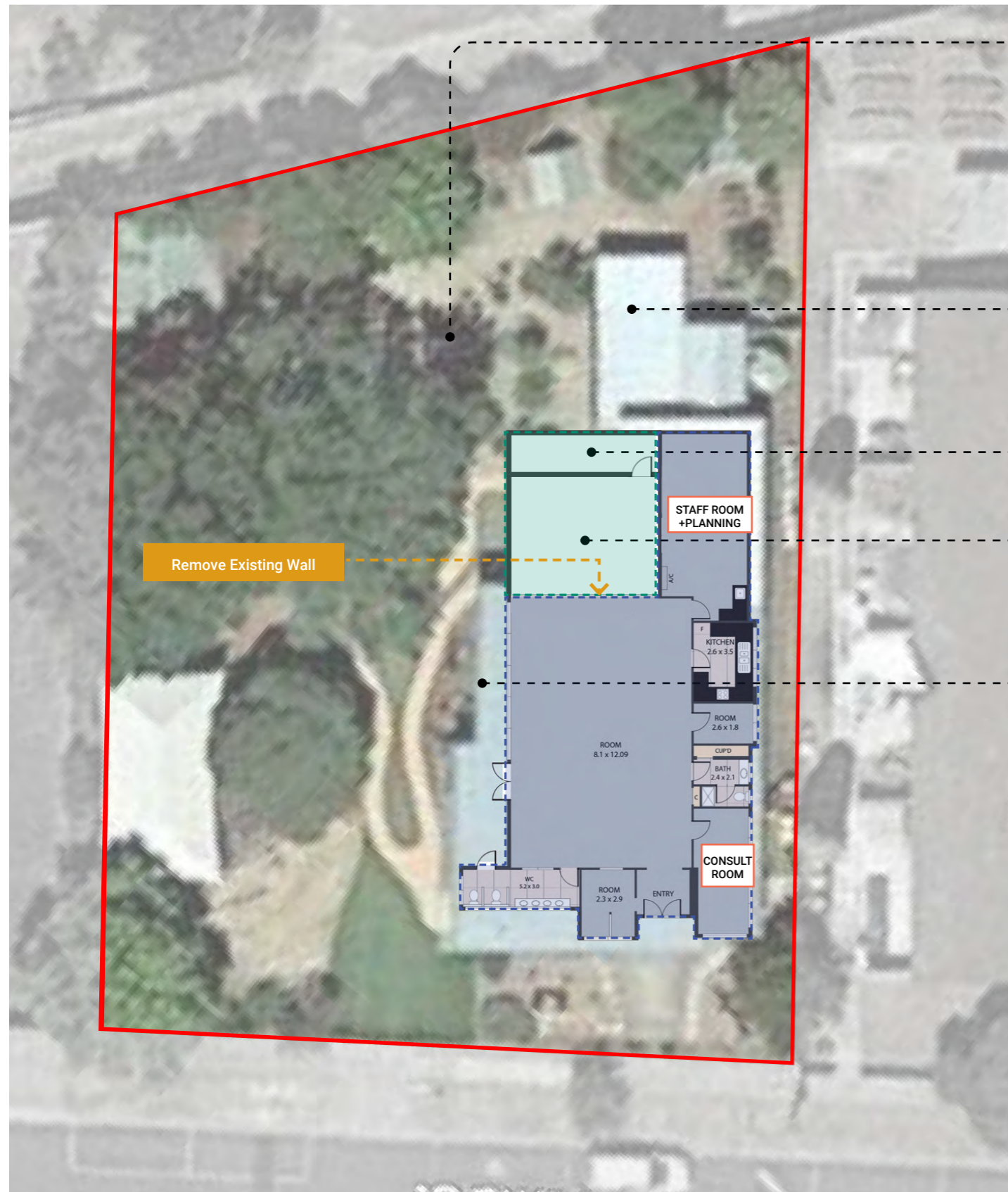
Existing Kindergarten Building

AREA SCHEDULE

Existing Kindergarten Building	186 sqm
Existing Open Storage	44 sqm
Existing Landscape	1188 sqm
Total Existing Area	1418sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



Existing Landscape
(reduced / to remain)

Existing Open Storage
(to remain)

New Kindergarten Store

New Kindergarten
Room Extension

Existing Kindergarten Building

Remove Existing Wall

LEGEND

- Existing to Remain
- Alteration to Existing
- Addition
- Change of Function

A.G. Leech - Option 1

Addition and alteration Option 1 adds minimal spaces and retains all of the existing building

Additions include:

- Additional space added to the kindergarten room
- New store at back of kindergarten room

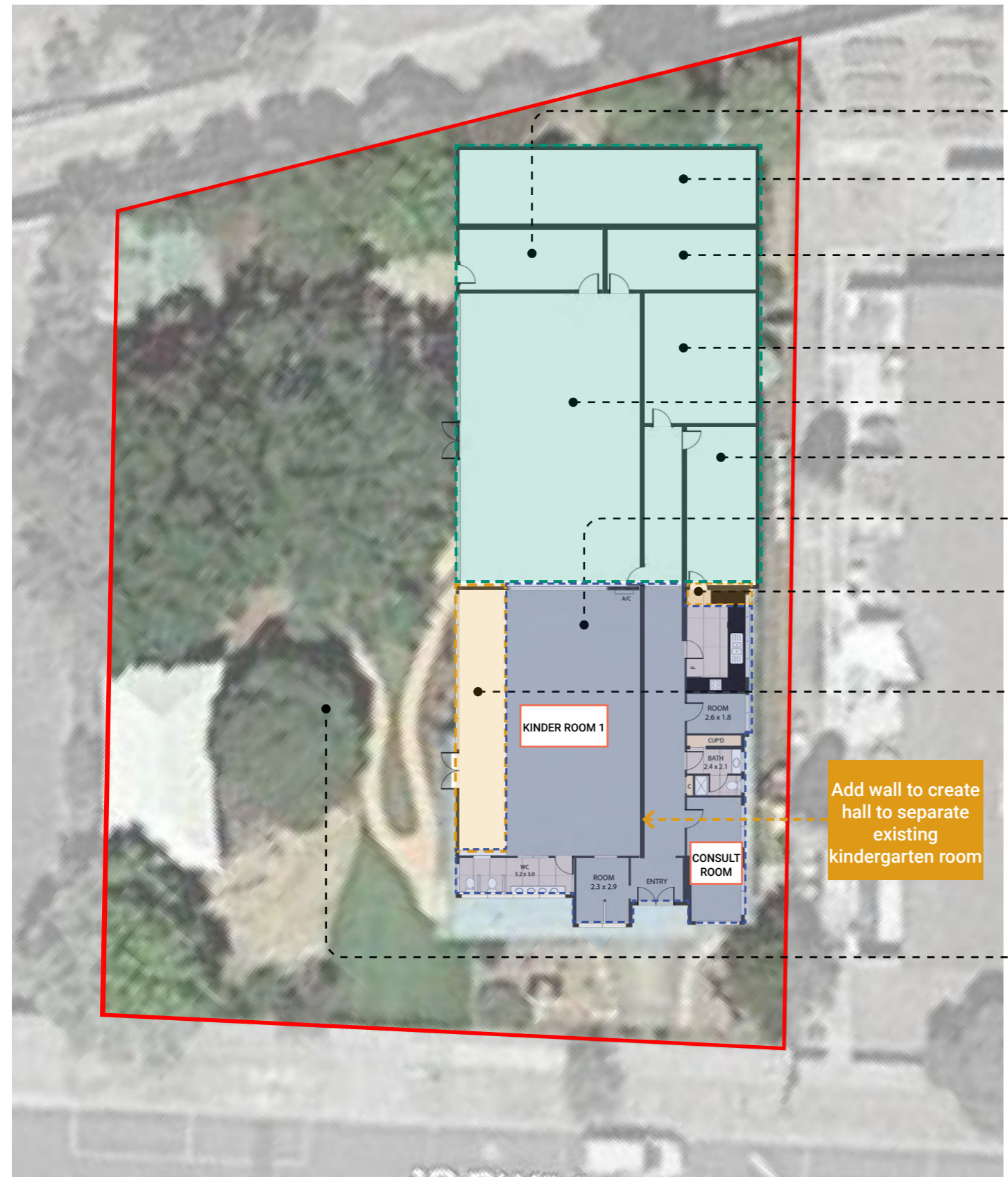
The additional spaces free up existing rooms to become staff and consult rooms.

AREA SCHEDULE

Existing Kindergarten Building	186 sqm
Existing Open Storage	44 sqm
Existing Landscape (reduced)	1138 sqm
Total Existing Area	1358 sqm
New Kindergarten Store	15 sqm
New Kindergarten Extension	35 sqm
Total Additional Area	50sqm
Total Site Area	1418sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



A.G. Leech - Option 2

Addition and alteration Option 2 adds significant spaces to the existing building whilst maintaining as much of the existing building as possible.

Alterations include:

- Expanding the existing kindergarten room
- Expanding the existing kindergarten
- Demolition of existing smaller kindergarten room
- Demolition of outdoor open storage

Additions include:

- New kindergarten room
- New kindergarten toilets
- New kindergarten store
- New staff planning /office
- New staff room

The additional kindergarten room and toilets would double the capacity of AG Leech and provide quality staff areas and consultation room.

AREA SCHEDULE

Existing Kindergarten Building (<i>reduced</i>)	156 sqm
Existing Landscape (<i>reduced</i>)	960 sqm
Total Existing Areas	1116 sqm

New Kindergarten Toilets	22 sqm
New Kindergarten Store	22 sqm
New Staff Planning/Office	34 sqm
New Staff Room	26 sqm
New Kindergarten Room 2	120 sqm
Kindergarten Extension (Kindergarten Room 1)	35 sqm
Kitchen Extension	3 sqm
New Outdoor Storage	40 sqm
Total Additional Areas	302 sqm

Total Site Area 1418sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



Existing Storage

Existing Kindergarten Building

Existing Landscape

Dunolly - Existing Infrastructure

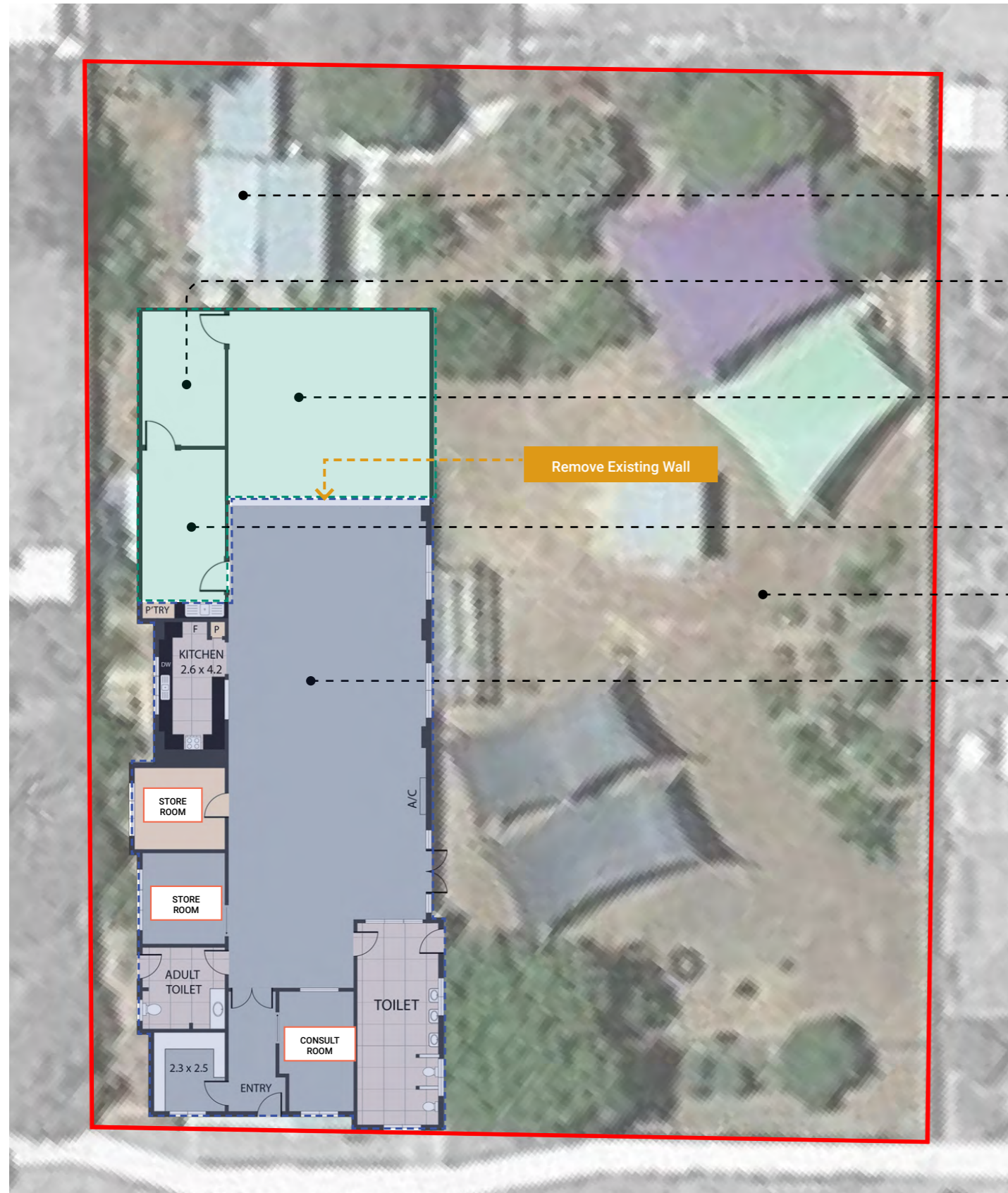
Dunolly is a smaller town situated north of Maryborough in the Central Goldfields region. The kindergarten is vital for this community and would benefit from both renovation and addition of an onsite consult room. The site is a large block providing enough space for significant additions to the existing building - however due to the small population only a minimal extension (along with renovations to the existing building) will be required to enhance this kindergarten.

AREA SCHEDULE

Existing Kindergarten Building	180 sqm
Existing Storage	42 sqm
Existing Landscape	1755 sqm
Total Existing Area	1977 sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



- Existing Storage (to remain)
- New Staff Planning / Office
- New extension to existing kindergarten room
- New Staff Room
- Existing Landscape (reduced / to remain)
- Existing Kindergarten Building (to remain)

- LEGEND**
- Existing to Remain
 - Alteration to Existing
 - Addition
 - Change of Function

Dunolly - Option 1

Addition and alteration Option 1 adds minimal spaces and retains most of the existing building.

Additions include:

- Additional space added to the kindergarten room
- New staff room (attached to existing kitchenette)
- New Staff Planning /Office

The additional spaces free up existing rooms to become additional storage / consult room.

AREA SCHEDULE

Existing Kindergarten Building	180 sqm
Existing Open Storage	42 sqm
Existing Landscape (reduced)	1627 sqm
Total Existing Area	1849 sqm
New Staff Room (extension of existing)	12 sqm
New Staff Planning /Office	28 sqm
New Kindergarten Extension	88 sqm
Total Additional Area	128 sqm
Total Site Area	1977sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



Existing Landscape

Existing Kindergarten Building

Back Creek Talbot - Existing Infrastructure

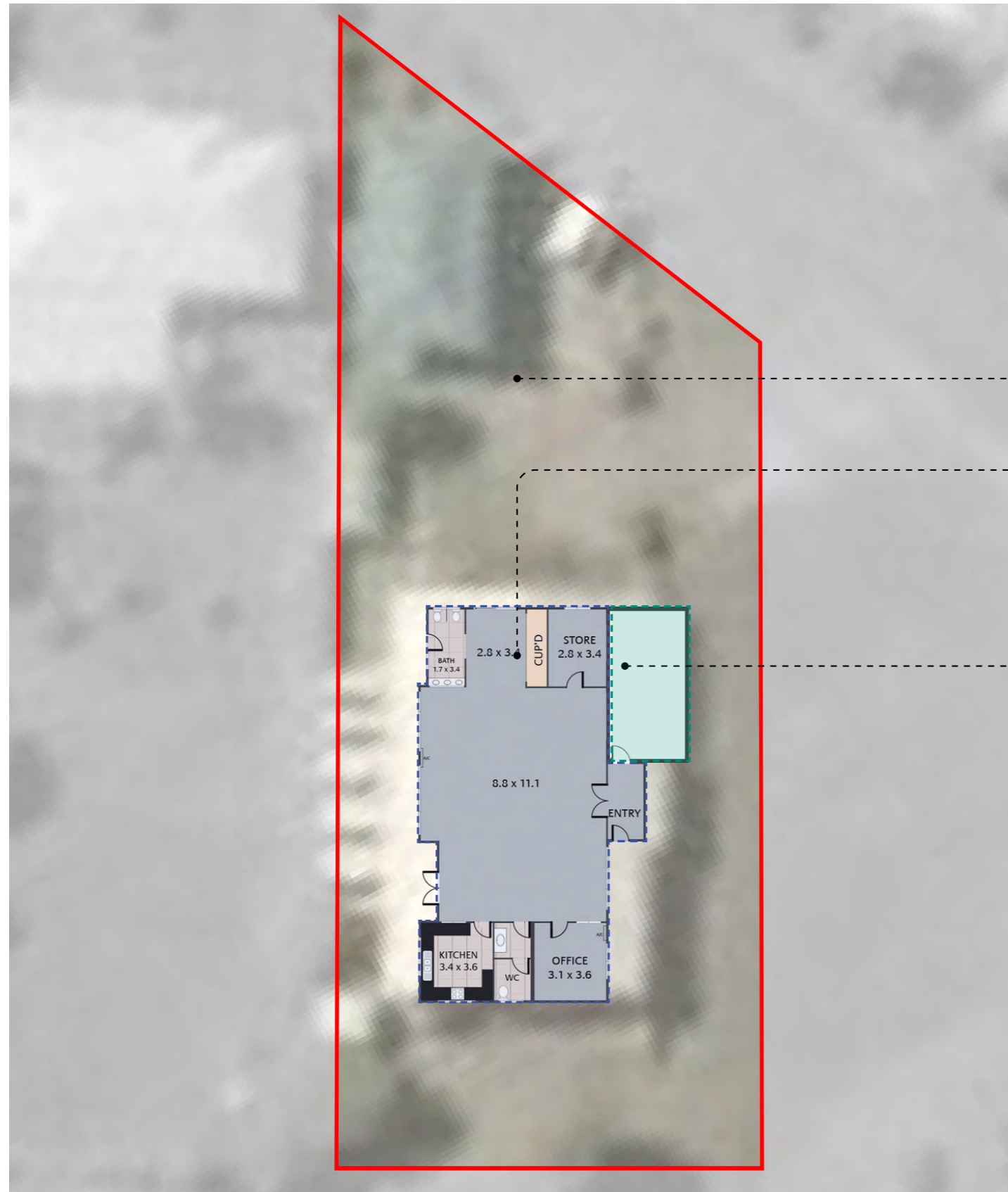
Back Creek Kindergarten is in Talbot - a small town south of Maryborough in the Central Goldfields region. The kindergarten is vital for this community and would benefit from both renovation and addition of an onsite consult room. The kindergarten's current design is poorly connected and the site is a small block, therefore requiring thoughtful use of the site space. At minimum a consult room can be added (Opt. 1) whilst a larger expansion (Opt 2) would offer additional kinder space, better space organisation and quality staff spaces.

AREA SCHEDULE

Existing Kindergarten Building	164 sqm
Existing Landscape	758 sqm
Total Existing Area	922 sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



Existing Landscape
(reduced / to remain)

Existing Kindergarten Building

New Consult Room

LEGEND

- Existing to Remain
- Alteration to Existing
- Addition
- Change of Function

Back Creek Talbot- Option 1

Addition and alteration Option 1 adds minimal spaces and retains most of the existing building.

Additions include:

- New consult room

The additional space would offer the opportunity for MCH and allied health professionals to visit Talbot.

AREA SCHEDULE

Existing Kindergarten Building	164 sqm
Existing Landscape (reduced)	731 sqm
Total Existing Area	895 sqm
New Consult Room	27 sqm
Total Additional Area	27 sqm
Total Site Area	922 sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration



Back Creek Talbot - Option 2

Addition and alteration Option 2 adds significant spaces to the existing building whilst maintaining as much of the existing building as possible.

Alterations include:

- Expanding the existing entry
- Expanding the existing office (into a staff room)
- Demolition of existing store (internal walls)

Additions include:

- New Store
- New Consult Room
- New Cubby's (to entry)
- New staff planning /office

The new store, consult room, entrance and staff planning allows the kinder room to expand and provides quality staff areas and consultation room.

AREA SCHEDULE

Existing Kindergarten Building	164 sqm
Existing Landscape (reduced)	694 sqm
Total Existing Areas	858 sqm
New Store Room	14 sqm
New Consult Room	14 sqm
Entrance Extension	7 sqm
New Staff Planning/Office	15 sqm
New Staff Room (extension)	14 sqm
Total Additional Areas	64 sqm
Total Site Area	922sqm

5.0 EXISTING KINDERGARTENS

5.4 Summary of Kindergarten Addition + Alteration Costs

	A.G. Leech Option 1	A.G. Leech Option 2	Dunolly Option 1	Back Creek Talbot Option 1	Back Creek Talbot Option 2
Scale of Addition	Medium	Large	Medium	Small	Medium
Alterations/ Additions - Description	<p>Additions include:</p> <ul style="list-style-type: none"> Additional space added to the kindergarten room New store at back of kindergarten room 	<p>Alterations include:</p> <ul style="list-style-type: none"> Expanding the existing kindergarten room Expanding the existing kindergarten Demolition of existing smaller kindergarten room Demolition of outdoor open storage <p>Additions include:</p> <ul style="list-style-type: none"> New kindergarten room New kindergarten toilets New kindergarten store New staff planning /office New staff room 	<p>Additions include:</p> <ul style="list-style-type: none"> Additional space added to the kindergarten room New staff room (attached to existing kitchenette) New Staff Planning /Office 	<p>Additions include:</p> <ul style="list-style-type: none"> Additional space added to the kindergarten room New staff room (attached to existing kitchenette) New Staff Planning /Office 	<p>Alterations include:</p> <ul style="list-style-type: none"> Expanding the existing entry Expanding the existing office (into a staff room) Demolition of existing store (internal walls) <p>Additions include:</p> <ul style="list-style-type: none"> New Store New Consult Room New Cubby's (to entry) New staff planning /office
Cost (exc. GST)	\$375,000	\$1,575,000	\$780,000	\$220,000	\$490,000












6.0 MASTERPLAN IMPLEMENTATION

6.1 Masterplan Implementation Map

The implementation map visually maps all and existing and proposed kinder assets and highlights the implementation steps required to carry out the Final Masterplan.

All new and existing assets are mapped here (with 500m walking radius) and the implementation steps are described diagrammatically by icons and staging.

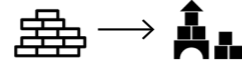
LEGEND

-  Renewal
-  Alteration/Addition
-  New Infrastructure
-  Existing Kindergarten
-  Maternal Child Health
-  New Kindergarten
-  New Integrated Hub
-  Existing Council Early Years Asset
-  Existing Private Kindergarten
-  New Early Years Asset
-  Central Business District

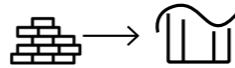
Dunolly Stage 1



Californian Gully Stage 2



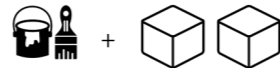
T.L. Stone Stage 3



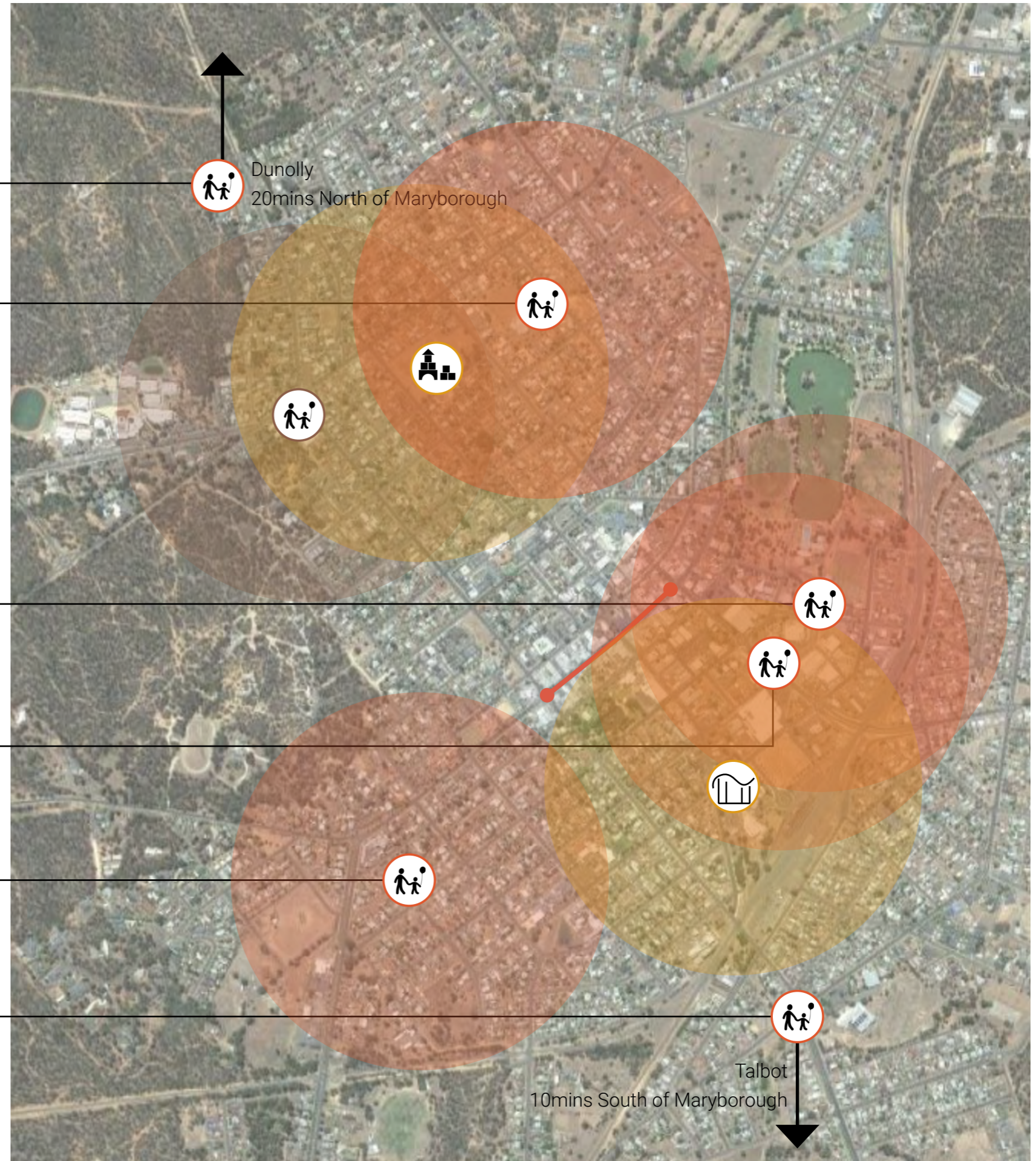
Goldfields Family Centre Stage 3



A.G Leech Stage 1



Talbot Stage 1



ICON REFERENCES:
 Parent and child by Krisada from Noun Project
 Paint Brush by Muhammad Atiq from Noun Project
 cube by Wren Pollard from Noun Project
 building Blocks by Faloo B from Noun Project
 Doctor by Yazmin Alanis from Noun Project
 Bricks by icon 54 from Noun Project

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 1 - UPGRADES OF EXISTING KINDERS

1	Description <p>Of CGSC's six existing kindergarten assets four have been identified as suitable for renewal and expansion / alteration. In stage one, three will be renewed and expanded - Dunolly, Talbot and A.G Leech.</p> <p>Works to be completed include:</p> <ul style="list-style-type: none"> Dunolly - renewal and extension of existing building to provide a quality facility that includes additional space to kindergarten room, new staff room and new staff planning rooms. The existing staff office is to be re-purposed as a consultation room. Talbot - renewal and extension of existing building to provide a quality facility that includes additional consultation room. A.G Leech - renewal and expansion of existing building to update the existing building and add an additional kindergarten room, additional kindergarten toilet, new staff room, new staff planning and new storage
2	Steps to Completion <ol style="list-style-type: none"> Funding Application Funding Confirmed Design Tender Construction
3	Timeframes <p>June 2023 - January 2024</p> <p>As all kinders are currently operational, construction work will need to be programmed to take place during term breaks. Suggested timing of these upgrades is over the Christmas shutdown period (December 20, 2023 - January 29, 2024.) If funding is secured, expansion grants have a 12 month acquittal period.</p>

STAGE 1 - UPGRADES OF EXISTING KINDERS

4	Precursors <ol style="list-style-type: none"> Funding
5	Possible Funding Streams <p>Possible funding streams include:</p> <ul style="list-style-type: none"> Building Blocks Grants - Capacity Building: Expansion Grant
6	Costs <p>\$5,716,709</p>
7	Risks / Comments <p><u>Securing Funding:</u> Funding in this category of the Building Blocks Grants is minimal - particularly for upgrades that don't provide an additional 22 places or more. A.G. Leech will be eligible to apply for the expansion grant. Dunolly and Talbot however may require other funding streams.</p> <p><u>Equity for All Children:</u> In order to provide equity to all children across the Shire it is critical that Dunolly and Talbot are renovated and expanded to provide consultation rooms. These expansions will allow visiting Maternal Child Health and other allied health professionals to visit these sites that are outside of the Integrated Hubs walkable catchment.</p>

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 2 - ADDITIONAL 2-ROOM KINDER

1 Description	<p>In order to meet the KISP demand for kindergarten places an additional kindergarten will need to be built in addition to the kindergartens proposed as part of the Integrated Hub. The construction of a new, additional 2-room kindergarten in the North-West precinct of Maryborough is a precursor to the decommissioning of California Gully and will absorb the kinder places previously provided at California Gully. Once California Gully is decommissioned, Council may elect to sell the site.</p> <p>In Stage 2, a site in proximity to Californian Gully will need to be acquired, a new kindergarten (modular or built) will be constructed and Californian Gully will move into the new site, be decommissioned and site sold.</p> <p>Works to be completed include:</p> <ul style="list-style-type: none"> • Acquisition of new site in North-West precinct suitable for 2-room kinder (ideally with space for future expansion). • Construction of new two room kindergarten (modular or new build) • Californian Gully decommissioned and site sold. <p>The Victorian Government has announced that a new government owned Childcare Centre will be built in Maryborough. Little information is currently available about this new facility, however, as more information becomes available this state-government funded childcare centre may negate the need for Council to deliver the Stage 2 additional 2-room kinder.</p>
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STAGE 2 - ADDITIONAL 2-ROOM KINDER

2 Steps to Completion	<ol style="list-style-type: none"> 1. Funding Application 2. Funding Confirmed 3. Site Acquisition / Agreement 4. Design 5. Tender 6. Construction 7. Decommission Californian Gully 8. Sale of Californian Gully Site
3 Timeframes	<p>June 2023 - June 2026</p> <p>Due to the process of acquiring a new site, constructing a new kindergarten and selling the old site this stage may take upwards of three years. The new kindergarten will need to be built and operating before 2027 to meet the demand for Pre-prep places. If funding is secured, it must be acquitted within 12 months for modular build or 18 months for new build.</p>
4 Precursors	<ol style="list-style-type: none"> 1. Funding 2. New Kindergarten Construction must be completed before Californian Gully is decommissioned.
5 Possible Funding Streams	<p>Possible funding streams include:</p> <ul style="list-style-type: none"> • Building Blocks Grants - Capacity Building: Modular Build or New Build
6 Costs	<p>Modular Build: \$1,800,000 + Site Acquisition - Site Sales</p> <p>New Build: \$2,000,000 + Site Acquisition - Site Sales</p>

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 2 - ADDITIONAL 2-ROOM KINDER

7 Risks / Comments

Site Acquisition: Due to funding restrictions the additional kindergarten may become a VSBA kindergarten - meaning it will be co-located with a school (most likely MEC.) Community advice and advisory panel discussion suggest that the community do not want the Integrated Hub to be co-located with a school. If the new kinder is proposed as a VSBA kinder further community consultation, particularly with Californian Gully families and families in this catchment, should be carried out to confirm if families would be comfortable with the new kindergarten being co-located with the school.

Equity for All Children: Community and stakeholder consultation, expert advice and advisory panel discussions confirmed Californian Gully as the kindergarten in the poorest condition. In order to create equity for children across the Shire it is critical this kindergarten is decommissioned. There is risk if an additional kindergarten isn't built to replace Californian Gully that this kindergarten will continue to run in it's current condition.

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 3 - INTEGRATED HUB

1 Description

Critical to the Masterplan, the Integrated Hub will provide kindergarten and long day care wrapped by child, family and community services to support healthier and confident children whilst better supporting the entire community. It is essential the hub be centrally located making it accessible to the whole community.

Currently T.L Stone and Goldfields Family Centre (GFC) are located within 150m of each other and provide kindergarten and long day care to the centre of Maryborough. Maternal Child Health is also currently located on the GFC site - making MCH less accessible to the community as it is perceived as being part of the GFC kindergarten.

In Stage 3, a centrally located site will need to be acquired, an integrated hub will need to be built, MCH will move from GFC to the hub, GFC will be renovated and move to being a Long Day Care only centre (with embedded kindergarten), GFC and T.L Stone Kindergarten will move to the Hub and T.L Stone will be decommissioned and its site sold.

Works to be completed include:

- Acquisition of an appropriately located central site
- Construction of the integrated hub
- Goldfields Family Centre MCH moves to Hub
- T.L Stone Kindergarten move to Hub
- T.L Stone decommissioned and site sold.
- Goldfields Family Centre renovated and become Long Day Care only facility

STAGE 3 - INTEGRATED HUB

2 Steps to Completion

1. Design Stage Costs Funding Application
2. Ongoing advocacy for state and federal investment
3. Funding Confirmed
4. Site Acquisition
5. Design
6. Construction Stage Costs Funding Application
7. Funding Confirmed
8. Tender (for build and renovation)
9. Construction
10. Goldfields Family Centre MCH + Kinder Move to Hub
11. Renovation of Goldfields Family Centre
12. Decommission T.L.Stone
13. Sale of T.L. Stone Site

3 Timeframes

June 2023 - June 2028

Due to the process of acquiring a central site, constructing the integrated hub, renovating GFC, and selling the TL Stone site this stage may take upwards of five years. Ideally the Integrated Hub will need to be built and operating before 2027 to meet the demand of Pre-prep places. If funding is secured through the Building Blocks Grant, it must be acquitted within 24 months for modular build of 18 months for new build.

4 Precursors

1. Funding
2. Integrated Hub must be completed before MCH can move out of GFC and GFC become LDC only (with integrated kinder class)
3. Integrated Hub must be completed before T.L Stone is decommissioned.

6.0 MASTERPLAN IMPLEMENTATION

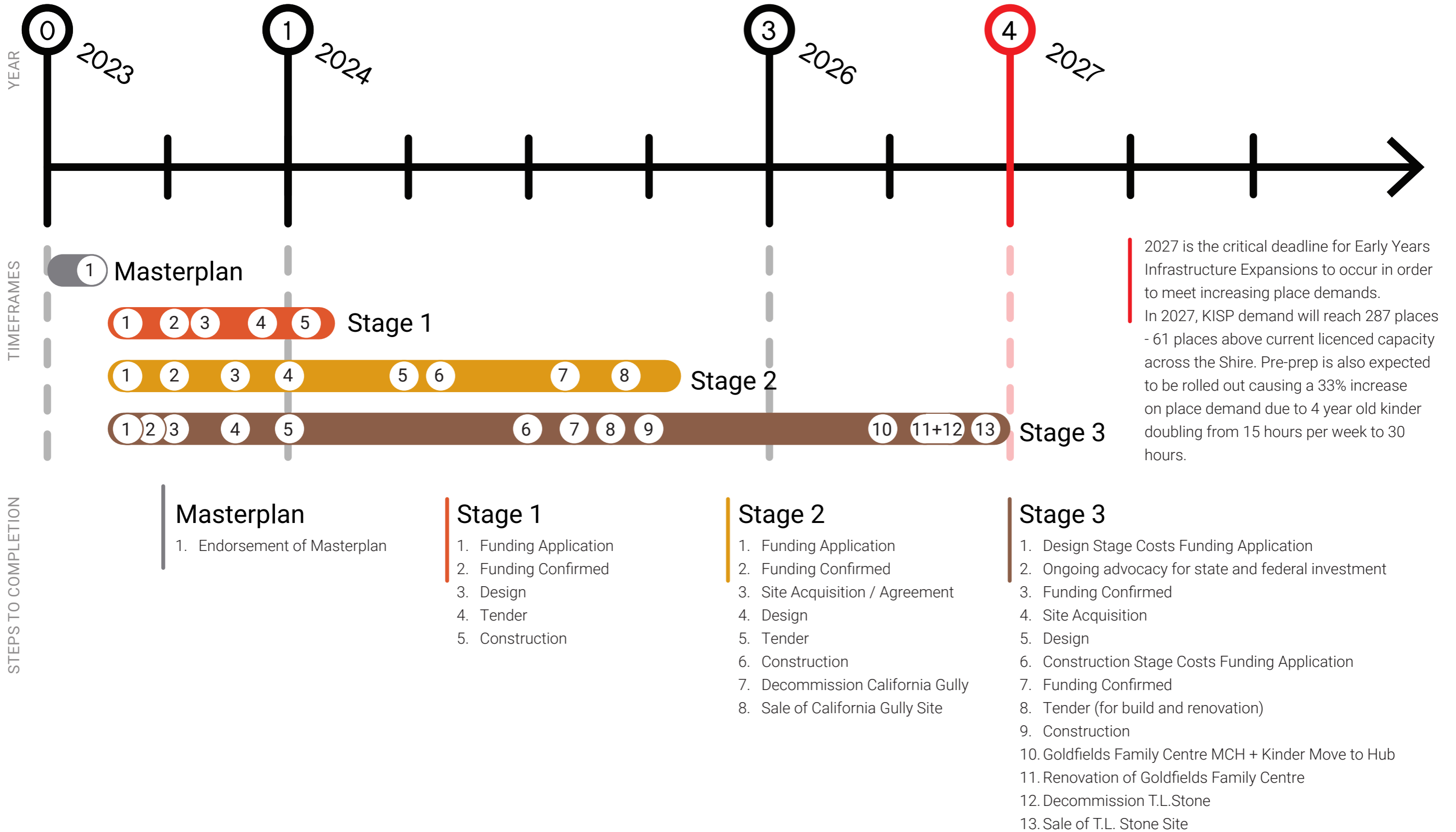
6.2 Detailed Implementation Strategy

STAGE 3 - INTEGRATED HUB

5 Possible Funding Streams	<p>Possible funding streams include:</p> <ul style="list-style-type: none">• Building Blocks Grants - Capacity Building: Integrated Children's Centre (for Integrated Hub) and Expansion Grant (for Goldfields Family Centre Renovation)• National Indigenous Australians Agency - Community Initiated Grants• John T Reid Charitable Trusts• The Ian Potter Foundation - Early Childhood Development
6 Costs	\$ 15,330,842 + site acquisition - site sale
7 Risks / Comments	<p><u>Securing Funding:</u> Funding in this category of the Building Blocks Grant is minimal and will not cover the full costs of the hub. Funding from other grant schemes will be required to cover the build costs. No additional state funding can be allocated to the project if a Building Blocks Grant is acquired - additional funds would need to be sought from philanthropic sources or Federal Government.</p> <p><u>Child and Family Centred / Equity for All Children:</u> The integrated hub is key to providing services and spaces that meet children and families' needs. There is a clear need for Early Years Services to be located in an accessible, non- threatening and welcoming environment that support children and their families as well as the broader community. Stage 3 is the most critical to ensuring the delivery of a child and family centred masterplan that provides equity for all children. There is a risk that if this stage can not be funded there will not be enough kindergarten places to meet the KISP and Pre-prep demand and many of the existing issues around connecting children and families with services will continue.</p>

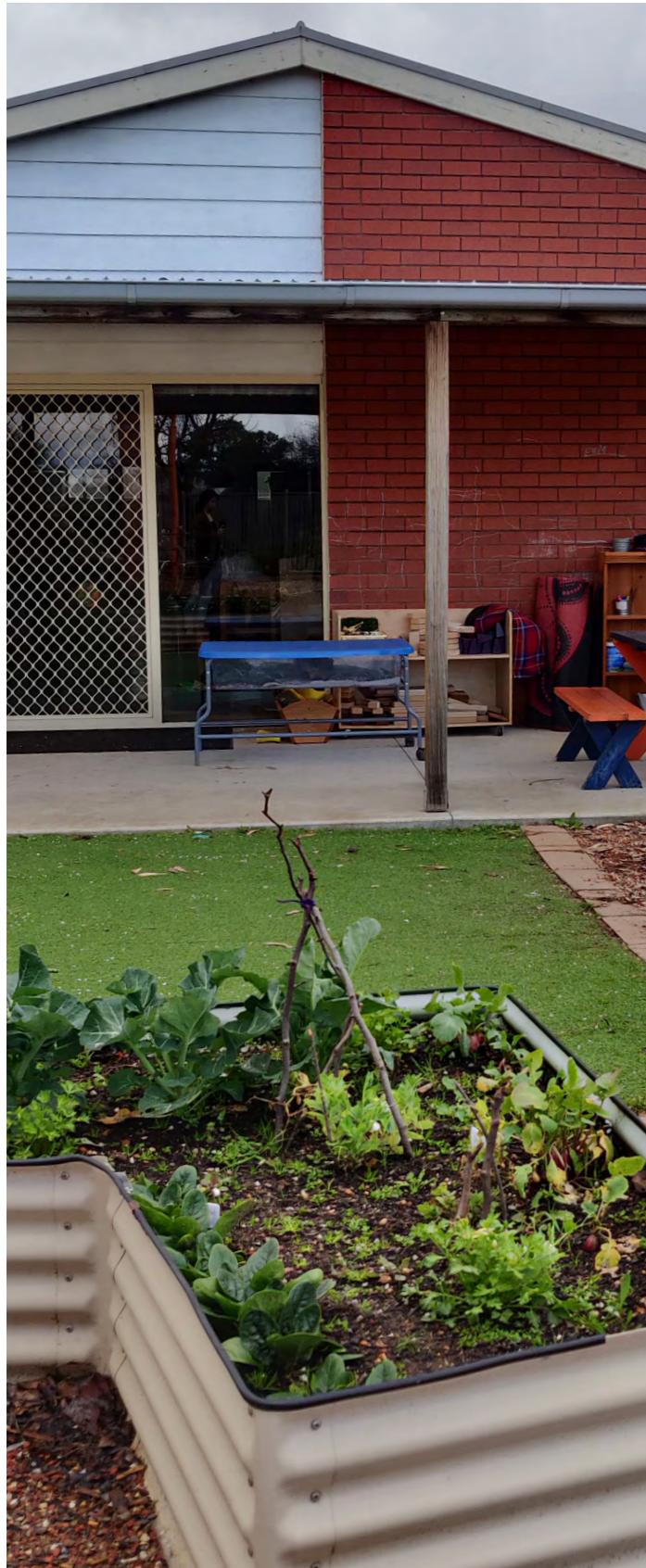
6.0 MASTERPLAN IMPLEMENTATION

6.3 Implementation Timeframes



7.0 COSTS AND FUNDING

7.1 Scenario Costing + Capacity Summary



The scenario costing and capacity summary expands on the scenarios described and scored against five key criteria in Section 3.3 of this document. It provides a detailed breakdown of the scenario's place capacities and refines their possible costs.

Place capacities are modeled at recommended capacity (22-child classes) and at maximum capacities (33-child classes - unless minimum space requirements result in a lower class size as a result of the existing spaces) using the existing number of 15hr sessions scheduled per week - this assumes that smaller kindergartens, particularly Dunolly and Talbot, may not have the capacity to double their session times. All scenarios take into account the transition to pre-prep, assuming a 50/50 split 3+4-year-olds within the KISP data.

Costings have been updated to reflect the escalated renewal and build values provided by Harlock (Cost Planner). Costings for each of the kindergarten renewals have been escalated to 2023 figures and pricing for Dunolly and Talbot include costs of adding consult rooms/staff rooms (Dunolly + Talbot Alteration Option 1.)

A median commercial land value is used to understand the impacts of acquiring and selling sites per scenario. Capital costs are reflective of the cost plan however the total costs should be read as estimates only providing insight to the impact of multiple site acquisitions and sales.

Please refer to Appendix 8 for Harlock's complete cost plan - which includes full costing of the Integrated Hub, renewal escalation figures and estimated costings for the existing kindergarten additions.

7.0 COSTS AND FUNDING

7.1 Scenario Costing + Capacity Summary

		Scenario 1 - Renew ALL kinders + New Integrated Hub + 1x 1Room Kidner										Comments
		Recommended Capacity			Maximum Capacity Model			Cost				
Service Name	Operated by	Capacity	Sessions Per Week	Total 15hr Kinder Places	Capacity	Sessions Per Week	Total 15hr Kinder Places	Renewal / Build 2023 Estimates	Site Acquisition	Site Sales		
Existing Kinders	Goldfields Family Centre Kindergarten	CGSC	22	2	44	26	2	52	\$3,945,841.12			<p>Scenario 1 Requires: > Acquisition of 2 Sites > No Sale of Sites</p> <p>Council Assets: increase to 8 (from original 6)</p> <p>Scenario 1 is the baseline scenario where the bare minimum is changed to meet demand.</p>
	AG Leech Kindergarten - Maryborough	YMCA	22	2	44	25	2	50	\$1,124,309.30			
	Californian Gully Kindergarten - Maryborough	YMCA	21	2	42	21	2	42	\$1,043,231.76			
	T L Stone Memorial Kindergarten - Maryborough	YMCA	22	1.3	29	29	1.3	38	\$1,021,518.20			
	Dunolly Kindergarten	YMCA	22	1.5	33	28	1.5	42	\$1,936,675.90			
	Back Creek Kindergarten - Talbot	YMCA	19	1	19	19	1	19	\$1,080,723.42			
	Roseberry House	Private	22	2	44	33	2	66				
New Kin.	Integrated Hub		66	2	132	99	2	198	\$11,385,000.00	\$817,661		
	Additional Kinder 1		22	2	44	33	2	66	\$1,200,000.00	\$817,661		
	Additional Kinder 2											
Costs	Capital Costs								\$22,737,299.70			
	Land Acquisition + Sales								\$1,635,322.00	\$0.00		
	TOTAL SCENARIO COST								<i>Capital Costs + Acquisition - Sales</i>		\$24,372,621.70	
Capacity	TOTAL 15hr PLACES			431			573					
	Impact of Pre-prep - a 50/50 split of 3+4 year old kinder - 15+30hr places					3yr Old	143			3yr Old	191	
						4yr Old	143			4yr Old	191	
	TOTAL CAPACITY			286			382					
					<i>KISP Demand</i>	291		<i>KISP Demand</i>	291			
	SURPLUS/SHORTFALL			SHORTFALL	-5		SURPLUS	91				

7.0 COSTS AND FUNDING

7.1 Scenario Costing + Capacity Summary

		Scenario 2 - New Infrastructure California Gully, Renew Existing, Add Integrated Hub + 1x 2Room Kinder									Comments	
		Recommended Capacity			Maximum Capacity Model			Cost				
Service Name	Operated by	Capacity	Sessions Per Week	Total 15hr Kinder Places	Capacity	Sessions Per Week	Total 15hr Kinder Places	Renewal / Build 2023 Estimates	Site Acquisition	Site Sales		
Existing Kinders	Goldfields Family Centre Kindergarten	CGSC	22	2	44	26	2	52	\$3,945,841.12		<p>Scenario 2 Requires: > Acquisition of 2 Sites > Sale of 1 Site</p> <p>Council Assets increase to 7 (from original 6)</p> <p>Scenario 2 does the bare minimum to meet demand whilst enabling the decommissioning of California Gully.</p> <p>Additional Kinder 2 has been excluded from the capacity and costing figures. This kinder can be added at a later stage to meet capacity. If an additional 2 room kinder is built there would be a surplus of 56 places.</p>	
	AG Leech Kindergarten - Maryborough	YMCA	22	2	44	25	2	50	\$1,124,309.30			
	Californian Gully Kindergarten - Maryborough	YMCA	Decommissioned - Move to Additional Kinder 1									\$817,661
	T L Stone Memorial Kindergarten - Maryborough	YMCA	22	1.3	29	29	1.3	38	\$1,021,518.20			
	Dunolly Kindergarten	YMCA	22	1.5	33	28	1.5	42	\$1,936,675.90			
	Back Creek Kindergarten - Talbot	YMCA	19	1	19	19	1	19	\$1,080,723.42			
	Roseberry House	Private	22	2	44	33	2	66				
New Kin.	Integrated Hub		66	2	132	99	2	198	\$11,385,000.00	\$817,661		
	Additional Kinder 1		44	2	88	66	2	132	\$1,800,000.00	\$817,661		
	Additional Kinder 2		44	2	88	66	2	132	\$1,800,000.00	\$817,661		
Costs	Capital Costs								\$22,294,067.94			
	Land Acquisition + Sales								\$1,635,322.00	\$817,661.00		
	TOTAL SCENARIO COST								<i>Capital Costs + Acquisition - Sales</i>	\$23,111,728.94		
Capacity	TOTAL 15hr PLACES			433			597					
	Impact of Pre-prep - a 50/50 split of 3+4 year old kinder - 15+30hr places					3yr Old	144		3yr Old	199		
						4yr Old	144		4yr Old	199		
	TOTAL CAPACITY			288			398					
					<i>KISP Demand</i>	291		<i>KISP Demand</i>	291			
	SURPLUS/SHORTFALL			SHORTFALL	-3		SURPLUS	107				

7.0 COSTS AND FUNDING

7.1 Scenario Costing + Capacity Summary

		Scenario 3 - New Infrastructure California Gully + TL Stone, Renew Existing, Add Integrated Hub + 2x 2Room Kinder									Comments	
		Recommended Capacity			Maximum Capacity Model			Cost				
Service Name	Operated by	Capacity	Sessions Per Week	Total 15hr Kinder Places	Capacity	Sessions Per Week	Total 15hr Kinder Places	Renewal / Build 2023 Estimates	Site Acquisition	Site Sales		
Existing Kinders	Goldfields Family Centre Kindergarten	CGSC	22	2	44	26	2	52	\$3,945,841.12		<p><u>Scenario 3 Requires:</u></p> <ul style="list-style-type: none"> > Acquisition of 3 Sites > Sale of 2 Sites <p>Council Assets increase to 7 (from original 6)</p> <p>In order to decommission both TL Stone + California Gully 2 additional kinders (as well as the Integrated Hub) will need to be built to meet demand at recommended capacity.</p> <p>If only one additional kinder was built there would be a shortfall of 22 places (equivalent to one class). Alternatively an additional room could be added to the Hub if a large enough site was acquired removing the need for Additional Kinder 2.</p>	
	AG Leech Kindergarten - Maryborough	YMCA	22	2	44	25	2	50	\$1,124,309.30			
	Californian Gully Kindergarten - Maryborough	YMCA	Decommissioned - Move to Kinder 2									\$817,661
	T L Stone Memorial Kindergarten - Maryborough	YMCA	Decommissioned - Move to Hub									\$817,661
	Dunolly Kindergarten	YMCA	22	1.5	33	28	1.5	42	\$1,936,675.90			
	Back Creek Kindergarten - Talbot	YMCA	19	1	19	19	1	19	\$1,080,723.42			
	Roseberry House	Private	22	2	44	33	2	66				
New Kin.	Integrated Hub		66	2	132	99	2	198	\$11,385,000.00	\$817,661		
	Additional Kinder 1		44	2	88	33	2	66	\$1,800,000.00	\$817,661		
	Additional Kinder 2		22	2	44	33	2	66	\$1,200,000.00	\$817,661		
Costs	Capital Costs								\$22,472,549.74			
	Land Acquisition + Sales									\$2,452,983.00	\$1,635,322.00	
	TOTAL SCENARIO COST								<i>Capital Costs + Acquisition - Sales</i>		\$23,290,210.74	
Capacity	TOTAL 15hr PLACES	448			559							
	<i>Impact of Pre-prep - a 50/50 split of 3+4 year old kinder - 15+30hr places</i>		<i>3yr Old</i>	149		<i>3yr Old</i>	186					
			<i>4yr Old</i>	149		<i>4yr Old</i>	186		\$4,141,708.62			
	TOTAL CAPACITY	298			373							
			<i>KISP Demand</i>	291		<i>KISP Demand</i>	291					
	SURPLUS/SHORTFALL		SURPLUS	7		SURPLUS	82					

7.0 COSTS AND FUNDING

7.1 Scenario Costing + Capacity Summary

		Scenario 4 - New Infrastructure California Gully + TL Stone, Renew Existing, Addition to AG Leech, Add Integrated Hub + 1x 2Room Kinder									Comments
		Recommended Capacity			Maximum Capacity Model			Cost			
Service Name	Operated by	Capacity	Sessions Per Week	Total 15hr Kinder Places	Capacity	Sessions Per Week	Total 15hr Kinder Places	Renewal / Build 2023 Estimates	Site Acquisition	Site Sales	
Existing Kinders	Goldfields Family Centre Kindergarten	CGSC	22	2	44	26	2	52	\$3,945,841.12		
	AG Leech Kindergarten - Maryborough	YMCA	44	2	88	25	2	50	\$2,699,309.30		
	Californian Gully Kindergarten - Maryborough	YMCA	Decommisioned - Move to Kinder 1						\$817,661		
	T L Stone Memorial Kindergarten - Maryborough	YMCA	Decommisioned - Move to Hub						\$817,661		
	Dunolly Kindergarten	YMCA	22	1.5	33	28	1.5	42	\$1,936,675.90		
	Back Creek Kindergarten - Talbot	YMCA	19	1	19	19	1	19	\$1,080,723.42		
	Roseberry House	Private	22	2	44	33	2	66			
New Kin.	Integrated Hub		66	2	132	99	2	198	\$11,385,000.00	\$817,661	
	Additional Kinder 1		44	2	88	66	2	132	\$1,800,000.00	\$817,661	
	Additional Kinder 2		44	2	88	66	2	132	\$1,800,000.00	\$817,661	
Costs	Capital Costs								\$22,847,549.74		
	Land Acquisition + Sales									\$1,635,322.00	\$1,635,322.00
	TOTAL SCENARIO COST								<i>Capital Costs + Acquisition - Sales</i> \$22,847,549.74		
Capacity	TOTAL 15hr PLACES	448			559						
	Impact of Pre-prep - a 50/50 split of 3+4 year old kinder - 15+30hr places		3yr Old	149		3yr Old	186	\$15,330,841.12			
			4yr Old	149		4yr Old	186	\$5,716,708.62			
	TOTAL CAPACITY	298			373						
			KISP Demand	291		KISP Demand	291				
	SURPLUS/SHORTFALL		SURPLUS	7		SURPLUS	82				

Scenario 4 Requires:
 > Acquisition of 2 Sites
 > Sale of 2 Sites

Council Assets Remain at 6

To help meet the place demands without acquiring an additional site Scenario 4 adds an additional kinder room to the A.G. Leech site.

Additional Kinder 2 has been excluded from the capacity and costing figures. This kinder can be added at a later stage to meet unforeseen additional demand. If an additional 2 room kinder is built there would be an additional surplus of 59 places.

7.0 COSTS AND FUNDING

7.2 Funding Notes



The Building Blocks Capacity Building stream, is a VSBA initiative offering funding to support the expansions to existing or construction of new kindergartens across Victoria to increase kindergarten place capacities across the state.

Below are outtakes from the Building Blocks website (<https://www.schoolbuildings.vic.gov.au/building-blocks-grants-capacity-building>) that explain these categories, their potential funding opportunities and their eligibility criteria.

Integrated Children's Centre

These grants provide funding for new community hubs, bringing together a range of professional services to deliver education, care, health and support services to children and their families.

Funding

Eligible organisations can apply for up to \$2 million per grant (GST exclusive).

Funding levels are based on proposed services containing two 33 licensed places kindergarten rooms. Larger services (i.e. providing additional 33 place kindergarten rooms) may be eligible for additional funding beyond the specified amounts. This will be considered on a case-by-case basis, taking into account a range of relevant factors including, but not limited to, demonstrated local demand, the proposed benefits of a larger service and service accessibility. For projects seeking a smaller increase in licensed places, the

maximum grant allocation may be reduced. Prior to submitting your application, please speak to the VSBA Early Childhood Grants team to discuss your options.

We will only consider project costs relating to the early childhood infrastructure element of an Integrated Children's Centre. For example, if a proposed project also includes a library or sport and recreation facilities then the costs for these elements cannot be included in the application.

New Early Learning Facility

These grants fund new facilities that support high quality early learning programs, including funded kindergarten programs for three and four-year-olds

Funding

Eligible organisations can apply for up to \$1,500,000 per grant (GST exclusive).

Funding levels are based on proposed services containing two 33 licensed place kindergarten rooms. Larger services (i.e. providing additional 33 licensed place kindergarten rooms) may be eligible for additional funding beyond the specified amounts. This will be considered on a case-by-case basis, taking into account a range of relevant factors including, but not limited to, demonstrated local demand, the proposed benefits of a larger service, and service accessibility. For projects seeking a smaller

increase to licenced places, the maximum grant allocation may be reduced. Prior to submitting your application, please speak to the VSBA Early Childhood Grants Team to discuss your options.

Modular Kindergarten Buildings

These are high quality and rapidly deployable buildings that can be commissioned to meet urgent demand for kindergarten facilities. Modular buildings are relocatable, and can be delivered quickly to minimise project risks, time and costs.

There are three templated options, a one room 33 licensed place facility, a two room 66 licensed place facility, or a three room 99 licenced place facility, with an additional option to include an MCH/additional office space.

Funding

Eligible organisations can apply for grants for the manufacture, delivery and installation of the modular kindergarten facility. Organisations can apply for:

- a one-room (33 licensed places) modular kindergarten facility and associated works, valued up to \$1.35 million;
- a two-room (66 licensed places) modular kindergarten facility and associated works, valued up to \$2.0 million;

The VSBA estimates that it costs approximately \$1.2 million to deliver a one room facility and \$1.8 million to deliver a two room facility, including

7.0 COSTS AND FUNDING

7.2 Funding Notes



outdoor learning and associated works. The up to amount for the modular kindergarten grants allows additional contingency funding for unforeseen site and project issues. The up to amount is available solely to fund items within the scope of the modular project, any adverse site conditions and project risks.

Applicants will be responsible for any costs above the grant value and any costs associated with works above the agreed scope of the program, including extensive car parking requirements. Furniture and equipment cost are not included. Please refer to the FAQs for additional information.

Larger services (i.e. providing additional 33 licensed place kindergarten rooms) may be eligible for additional funding beyond the specified amounts. This will be considered on a case-by-case basis, taking into account a range of relevant factors including, but not limited to, demonstrated local demand, the proposed benefits of a larger service, and service accessibility. The buildings are leased to applicants at a peppercorn rate, for a minimum of 10 years.

Expansion grant

These grants increase the licenced capacity of existing facilities that provide a funded kindergarten program for three and four-year-old children.

Funding

Eligible organisations can apply for up to \$600,000 per grant (GST exclusive).

The funding level for an expansion is based on proposed services expanding to create 22 licensed places. Larger expansions that incur higher costs may be eligible for additional funding beyond the specified amounts. This will be considered on a case-by-case basis, taking into account a range of relevant factors including, but not limited to, demonstrated local demand, the proposed benefits of a larger service, and service accessibility. For projects seeking a smaller increase to licenced places, the maximum grant allocation may be reduced. Prior to submitting your application, please speak to the VSBA Early Childhood Grants team to discuss your options.

Funding Eligibility

To remain eligible for funding, you must not enter into a contract or commence any works proposed in your application before we inform you of the application outcome.

Organisations that receive a grant must:

- agree to the requirements outlined in these guidelines. Failure to do so may result in funding being withheld;
- enter into a formal Common Funding Agreement with the Department;
- follow the Building Blocks Acknowledgement and Publicity

Guidelines, including liaising with the VSBA on events such as sod turns and openings, and erecting signage for projects;

- submit an acquittal form and the required supporting evidence for approval by the Department upon completion of the project;
- successful applicants for a Modular Kindergarten Facility may be required to enter a peppercorn lease with the Department; and
- agree that no additional state funding will be allocated to the proposed project and if additional costs arise, they must be met by the applicant.

8.0 APPENDICES

8.1 Appendix 1 - Literature Review

Semann & Slattery

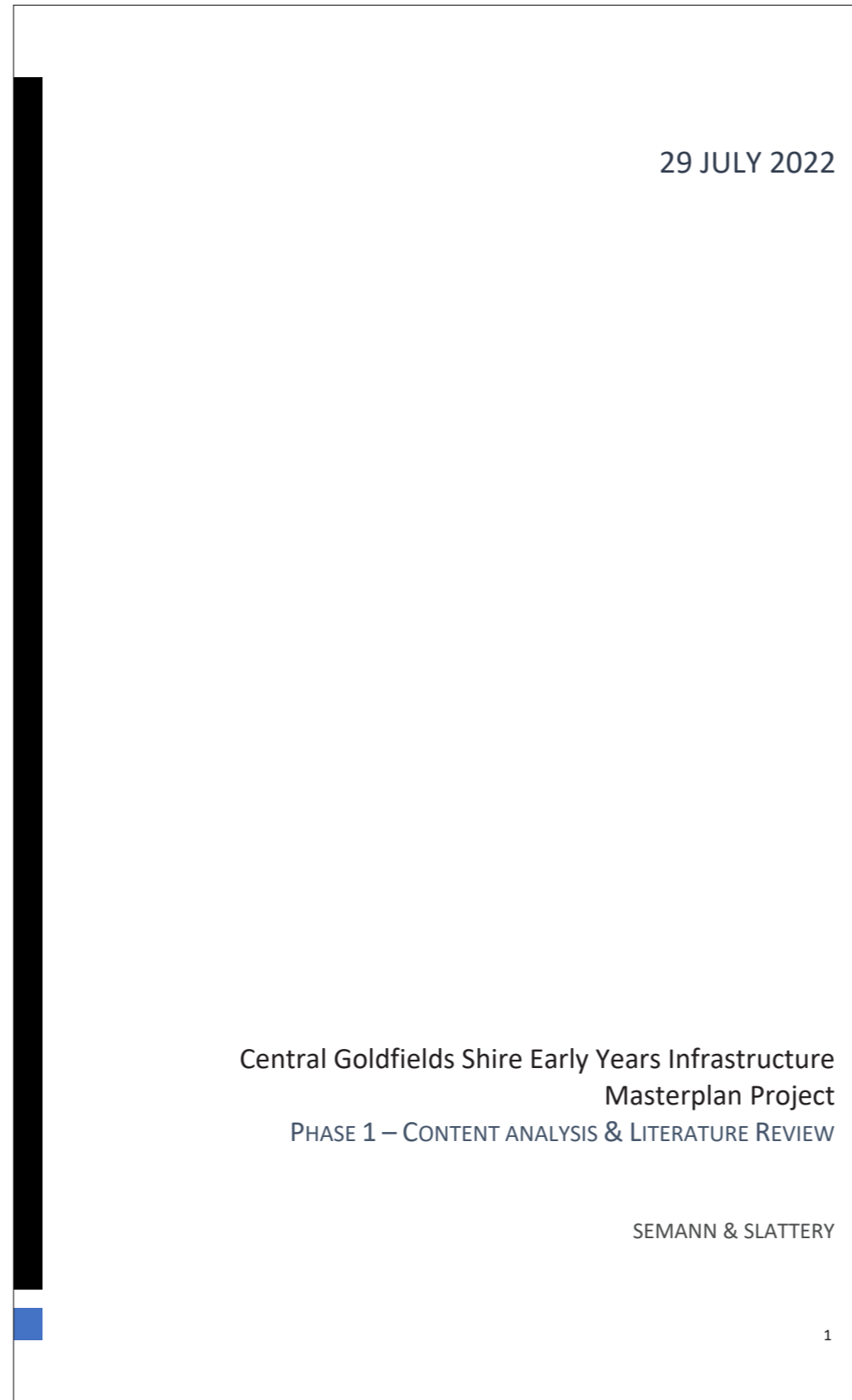


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8.0 APPENDICES

8.1 Appendix 1 - Literature Review

Semann & Slattery

About This Document

This document is concerned with the Central Goldfields Shire Early Years Infrastructure Masterplan Project (Project). The aim of the Project is to establish a comprehensive, best-practice, shovel-ready early years education infrastructure master plan for Central Goldfields Shire which meets the long term needs of their community.

This document is part of Phase 1 of the methodological approach to the Project. The aim of the document is to both summarise and synthesize key information related to Central Goldfields' early years services to establish familiarity and understanding of the context before proceeding with subsequent phases of the research. The research already done, and still underway, point to a number of implications for the design and service delivery of early years infrastructure in Central Goldfields. These are discussed towards the end of this document, and will be explored further in the August deliverable. This document is intended to be used internally, but various sections and analyses may also lend themselves well to presentations and reports for Council.

This document includes an analysis of relevant early years' services data, particularly data around utilisation trends, as well as a literature review covering several key documents identified by Council:

- Community Profile Draft
- Central Goldfields Shire Kindergarten Infrastructure and Service Plan (KISP)
- Municipal Public Health and Wellbeing Plan 2021-2025
- Victorian Child Safe Standards, with a focus on the eleven latest additions
- Murdoch Children's Research Institute Restacking the Odds
- GoGoldfields Theory of Change

Additionally, a range of other material was covered. This included a scholarly literature review examining best practice approaches that support development and delivery of high-quality early years services, in both the Australian and international context. The review also investigated co-located service delivery and best-practice approaches in strengthening accessibility and engagement of vulnerable children and families.

The conclusions of this review have produced important considerations for subsequent phases of the current research. For instance, the findings have already supported the drafting of key questions for stakeholders. The findings and implications will also form part of the evidence base for any proposed infrastructure build.

3

Context and Demographics

Location

The Central Goldfields Local Government Area (LGA) sits within the broader Loddon Campaspe Region of Victoria. Loddon Campaspe comprises six LGAs, each with distinct characteristics: Loddon Shire, City of Greater Bendigo, Central Goldfields Shire, Macedon Ranges Shire, Mount Alexander Shire and Campaspe Shire.

Figure 1.

Victoria's Regions, Loddon Mallee (source: Regional Development Australia, 2021)



ABS Statistical Area Level Boundaries

The Shire is mapped across two Statistical Area Level 2 (SA2) areas (Figure 2). The majority of the population and services are located within Maryborough SA2. Maryborough Region SA2 is geographically much larger in size stretching over 60km from north to south.

Figure 2

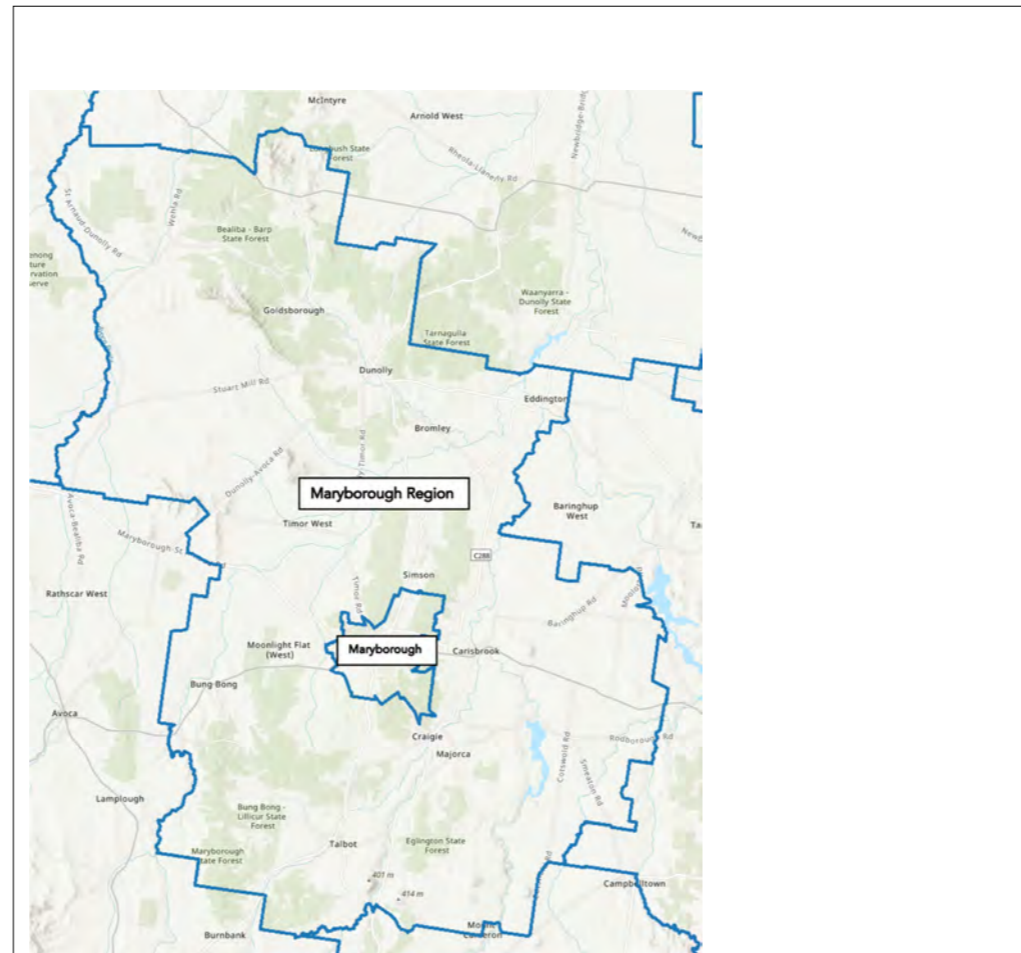
Central Goldfields ABS Statistical Area Level 2 (SA2) boundaries (ABS, 2021 a)

4

8.0 APPENDICES

8.1 Appendix 1 - Literature Review

Semann & Slattery



Population

In 2021, Central Goldfields population was 13,483. Between 2016 and 2021 overall population in the LGA increased by 3.6%.

The majority of Central Goldfields residents live in Maryborough SA2 (61%). The remainder of the population live in the towns of; Bealiba, Carisbrook, Dunolly, Talbot, Timor and Majorca.

Central Goldfields Shire is forecast to experience low to moderate population growth to 2036, adding a further 1,600 residents at an average annual growth rate of 0.6%. In 2036, the population is forecast to be 14,134.

Child Population

In 2016, Central Goldfields population of children aged birth to 5 years was 721. The Shire's child population declined slightly between 2011 and 2016 (birth to 4 years declined from 586 children in 2016 to 521 to 2021).

The population of children expected to put demand on kindergarten services, children aged three- and four-year-old, is forecast to be 253 in 2022. This is set to increase by 13% or 38 children by 2029 (Appendix 2).

Indigenous Population

Central Goldfields Shire sits entirely on Dja Dja Warrung country and has a population of 13,000 of whom 1.5% identify as Aboriginal or Torres Strait Islander – almost double the Victorian percentage population of people who identify as Aboriginal or Torres Strait Islander 0.8%.

Age Profile

The median age of the Shire's residents is 52 years, which is notably older when compared with the median age across the state (38 years).

There has been a decline in the number and proportion of younger aged cohorts including 'babies and pre-schoolers' (aged 0 to 4 years) and 'secondary schoolers' (aged 15 to 19 years). These historical trends are forecast to continue to 2036, with a projected increase in seniors and elderly (aged 70+ years), as well as a reduction in younger cohorts: primary, secondary schoolers and young workers (SCGS, 2020, p28).

SEIFA

The Socio-Economic Index for Areas (SEIFA) Index measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations. A higher score on the index means a lower level of disadvantage (or higher level of advantage). The national average index score is 1,000, with a score below 1,000 on the index indicating that area has a higher level of disadvantage relative to the national average.

According to SEIFA, Central Goldfields Shire is the most disadvantaged Local Government Area in Victoria, with an index score of 870.

Figure 3
SEIFA rankings 2011 – 2016

	2011	2016	Ranking in Victoria (Level of Disadvantage)
Central Goldfields	895	870	1
Greater Dandenong	927	915	2
Latrobe	914	916	3
Northern Grampians	934	921	4
Mildura	930	921	5

Disadvantage

Entrenched poverty serves to significantly reduce opportunities and choices by directly and negatively affecting the health, employment and educational prospects and outcomes of the population.

There are a number of population characteristics that build a picture of the high levels of disadvantage experienced by many families in Central Goldfields. These include statistics around highest educational attainment, employment, domestic violence, health and wellbeing and more.

- Educational attainment - Twice as many people in Maryborough have below year 9 level qualifications (16%) as have degree level qualifications (7.4%) – the opposite of the typical national profile (8% and 22% respectively). (ABS 2016)
- Unemployment - 37% of two parent households (with adults of working age) have nobody in the household in paid employment (ABS 2016) – almost double the Victorian rate (19.5%) (DET, 2020, p. 6).
- Domestic violence - Over 10% of recorded family violence incidents across the Loddon Campaspe Region in 2019 took place in Central Goldfields Shire. The population of Central Goldfields Shire only comprises 5% of the Loddon Campaspe Region.
- Teenage pregnancy – Central Goldfields average adolescent birth rate for 2019 was 14.8 live births per 1,000. This is higher than the Loddon Mallee Region average (12.3) and much higher than that of the wider state (9.1) (Women's Health Atlas, 2022)
- Mental health - Mental health problems are reported in approximately 21% of low income families & almost 30% in single, unemployed parents." (Molloy, Goldfeld, Harrop, and Perini, 2022, p12).

Vehicle Access, Public Transport and Internet Access

Table 1.

Percentage population with access to car, public transport, and internet

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	Percentage households with car *	Dwellings with internet access**	Access to Public Transport† ***
Central Goldfields	94%	65%	45%
Victoria	93%	80%	74%

Source: *ABS 2016e, **ABS 2016f, ***DHHS 2015.

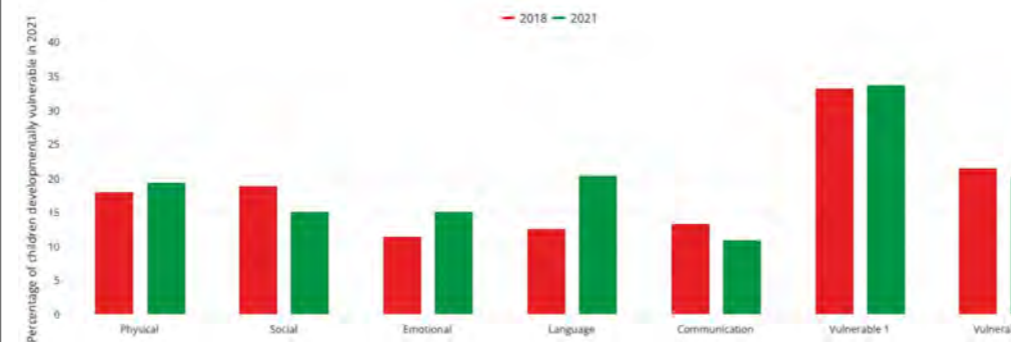
This will have an impact of the location of any new infrastructure as well as consideration of how best to communicate and engage with families who do not have access to reliable internet.

Australian Early Development Census

The Australian Early Development Census (AEDC) measures children's developmental health and wellbeing they start school. The 2021 AEDC results show that about a third of Central Goldfields children with valid scores were developmentally vulnerable on one or more AEDC domains, and a fifth were recorded to be vulnerable on 2 or more AEDC Domains (20.2%). These results are not dissimilar to the 2018 measure where level of vulnerability is notably higher than what exists at both the national and state level where those developmentally vulnerable on two or more domains were recorded to be just 11.4% and 10.2% respectively.

Figure 4

Australian Early Development Census data, Central Goldfields 2018 - 2021



About the Early Childhood Education and Care Sector

The early childhood education and care sector (often referred to as ECEC or early childhood education) plays a critical role in the learning and development trajectory for young children. Often framed as a workforce participation strategy by Federal and State Governments, ample evidence over decades indicates that attendance at a high-quality early childhood education program is a critical contributor in a child's later success in both schooling and employment.

Access to a high-quality early childhood program and the length of attendance, play equally important roles in children's learning and development. Within the Australian context, quality across the range of early childhood programs, including long day care programs (48 weeks per year and traditionally open a minimum of 10 hours per day), kindergartens or preschools (open during school terms and can be provided via sessional attendance of up to 6 hours per day), family day care, and before and after school care (including vacation care), is achieved through Federal government legislation regulated on a state by state basis via the Education and Care Services National Regulations (National Regulations).

The National Quality Standard (NQS) sets a high national benchmark for early childhood education and care and outside school hours care services in Australia. The NQS includes 7 quality areas that are important outcomes for children. Services are assessed and rated by their regulatory authority against the NQS and given a rating for each of the 7 quality areas and an overall rating based on these results.

Figure 5
The National Quality Framework



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Central Goldfields Early Years' Service Offerings

The early years infrastructure plan is concerned with the facilities from which early childhood services are delivered. This section identifies and briefly describes the in-scope services for the current work. For Goldfields Shire, this includes:

- Maternal and Child Health
- Kindergarten
- Long Day Care
- Occasional Care
- Outside of School Hours Care
- Playgroups and toy Libraries

Maternal and Child Health Service

The Maternal and Child Health service (MCH) is a free, universal service funded jointly by the Victorian Government and Local Government and is delivered by Central Goldfields Shire Council. The service supports children's health and development from birth until school age. The MCH nurses support children and families with an emphasis on health promotion and advice, immunisations, parenting, developmental assessment, early detection and referrals, and social support. Key components of the service include Key Ages & Stages one-on-one consultations providing a health and developmental review, first-time parent groups, education sessions and other supports.

Central Goldfields has one MCH service located in the Goldfields Family Centre.

Parent Support Services

The Nest is a parent-led community space for families to participate in programs, workshops, and events as well as a space and time to drop-in and speak with the full-time Nest Facilitator. Programs and support focus on building families' confidence and capacity. Depending on the program, the service also provides transport.

The Nest is located in the Maryborough Resource Centre.

Kindergarten

Kindergarten (also known as preschool) is a program that caters for children in the year prior to starting school. In Australia, every four-year-old child is entitled to free or subsidised preschool for 15 hours a week. In Victoria, an approved kindergarten offers a Department of Education funded educational program, delivered by a qualified early childhood teacher and support staff within the parameters of the National Quality Standard and National Law. Three-year-old kindergarten is currently being rolled out across Victoria. Victoria is the first Australian state or territory to give children access to two years of funded kindergarten programs before they start school. Three-year-old kindergarten was first introduced to Central Goldfields in 2022. Kindergarten programs can be provided at long day care centres (integrated programs) or as standalone services. At standalone services children are organised in groups and attend their group session times on certain days and times of the week. Typical grouping arrangements, for example, may be two full-day sessions (7.5 hours per day) per week or three half-day session (5 hours per day) per week.

Central Goldfields has 7 services offering a funded kindergarten program. Five of the six centres are run by the YMCA, Council operates one standalone service within the Goldfields Family Centre, and one service is privately run.

Long Day Care

Long Day Care (LDC) services are usually centre based, provide education and care and cater for children primarily aged birth to 6 years. These services support working families and those who are studying or require regular time off. LDC centres are licensed and generally operate for at least eight hours a day on normal working days. It is common for LDC services to also offer an integrated 15-hour funded kindergarten program.

Central Goldfields has 2 LDC services: one private service; and one Council-run service.

Occasional Care

Occasional childcare programs (OCC) provide centre-based education and care for children 0-6 years on a casual basis for short periods of time. Typically, OCC programs offer three to five-hour blocks of care and children can attend for up to 15 hours per week.

Currently, there is no OCC service offered in Central Goldfields.

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Outside School Hours Care (OSHC)

Outside School Hours Care programs (OSHC) provide centre-based education and care for children from school age to 12 years. Programs can include before school care, after school care and vacation care. Services may offer some or all of these programs. OSHC programs are commonly co-located with schools.

Central Goldfields has 3 services offering OSHC programs, specifically before and after school programs. Only the private long day care service is licensed to offer vacation care.

Playgroups

Playgroups provide opportunities for preschool aged children and their caregivers to come together to learn and develop through informal play activities and social interaction. There are typically two types of playgroups: community and supported.

Central Goldfields Shire delivers a supported playgroup program based at the Goldfields Family Centre. This supported playgroup is delivered by professional facilitators who organise and run the program. Central Goldfields also offers a home visiting component to their programs as well.

Toy Libraries

Toy Libraries provide families access to a range of toys, blocks, games, sporting equipment, scooters, bikes, and more. Families can borrow from the Toy Library during their twice weekly sessions.

Central Goldfields has one toy library: the Maryborough Toy Library located in central Maryborough.

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Central Goldfields Service Mapping
 Central Goldfields population and early childhood services are concentrated in the Maryborough (SA2). Few services are available in the Maryborough Region (SA2). An interactive Google map showing the location of Central Goldfields early years services can be accessed with the link below. The online map also shows the location of primary and secondary schools, the library, local parks, and sporting hubs.

Google map: <https://www.google.com/maps/d/edit?mid=1yFGqMaFheXGUH8X-t8U3XeQ96tyAnkU&usp=sharing>

Figure 6
 Maryborough central early years services locations

Table 2 provides an overview of twelve in-scope early years services in Central Goldfields. The service type, name, address and management is listed.

Table 2
 Central Goldfields in-scope early years services

Service Type	Service Name	Address	Operated by
1. Health	Maternal and Child Health	98 Napier St, Maryborough VIC 3465	CGSC
2. Parenting Support Services	The Nest	Maryborough Resource Centre Next to the library	CGSC
3. LDC and Kindergarten (integrated; OSHC; Vacation Care)	Roseberry House Kindergarten in a long day care service	123 Inkerman St Maryborough 3465	Private
4. LDC and Kindergarten (standalone)	Goldfields Family centre Kindergarten – operates within long day care centre but with stand alone service	100 Napier St Maryborough 3465	CGSC
5. Kindergarten	Dunolly Kindergarten	94 Maude Street Dunolly Vic 3472	YMCA
6. Kindergarten	Talbot – Back Creek Kindergarten	2 Fyffe Street Talbot 3465	YMCA

Service Type	Service Name	Address	Operated by
7. Kindergarten	Maryborough - Californian Gully Kindergarten	31 Wills Street Maryborough Vic 3465	YMCA
8. Kindergarten	Maryborough - A G Leech Kindergarten	26 Alma Street Maryborough Vic 3465	YMCA
9. Kindergarten	Maryborough - T L Stone Memorial Kindergarten	6 Lake Road Maryborough Vic 3465	YMCA
10. OSHC	Dunolly Primary School Their Care	8 Elgin Street Dunolly. Located on site at Dunolly Primary School in multipurpose rooms.	Private
11. OSHC	Their Care Approved Before and After School Care	102 Balaclava Road Maryborough. Located on site at Maryborough Education Centre	Private
12. Toy Library	Maryborough Toy Library	100 Napier Street Maryborough	CGSC

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Kindergarten Service Utilisation

This section focusses on utilisation of the seven services offering kindergarten programs in Central Goldfields. Utilisation data was provided by Council in July 2022. The utilisation data is considered alongside DET's Kindergarten Infrastructure and Services Plan.

Kindergarten Services

There are seven kindergarten services in Central Goldfields. Of the seven services, one is run by Council, one is privately run, and the remaining five are run by the YMCA.

Registrations at the seven kindergartens is coordinated through a centralised enrolment and waitlist service, run by Council. Centralised enrolments are typically regarded as an effective approach to kindergarten registration as it is convenient, simple, and provides a transparent process for families.

The utilisation data provided indicated that all but one service was 'at capacity'. The six services indicating they were maximally utilised included the Council service, the private service, and four of the YMCA services. The one service indicating they had available places was that of Talbot – Back Creek Kindergarten. This service is located approximately 15kms south of Maryborough central and, with reference to the KISP data, the service lies within Maryborough Region.

Kindergarten Supply and Demand – as per KISP

Through their Kindergarten Infrastructure and Services Plan (KISP), DET has supplied Council with current and future demand figures for kindergarten places (three- and four-year-old combined) (DET, 2020a).

In 2022, the demand for a kindergarten place (three- and four-year-old children combined) is 253 children. This is set to rise marginally (↑13% or 38 children) by 2029.

The supply figure, determined by Council and DET being 244 places, is static through to 2029 as no new childcare infrastructure has been planned.

According to the KISP, the demand has already outstripped the supply. In 2022, their data indicates that 27 children cannot be accommodated by the existing kindergarten infrastructure. This is projected to increase to 65 children by 2029.

Table 3

Kindergarten infrastructure and services plan, supply and demand analysis

LGA Level Estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated existing supply of kindergarten places	226	226	226	226	226	226	226	226	226
Total estimated demand for kindergarten places (three and four-year-old children)	244	253	258	263	267	284	287	289	291
Total kindergarten places that cannot be accommodated by existing services	18	27	33	37	41	58	61	63	65

Licensed Places and Licensed Capacity Explained

Typically, to assess whether a service is maximising its licensed capacity, the number of licenced places and the design of the education and care program need to be considered. Licensed places refer to the maximum number

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of children that can be accommodated at an early childhood service (kindergarten, long day care, outside of school hours care, occasional care) at any one time. Licensed places are based on floor space and physical environment requirements. Whereas licensed capacity looks at the number of children who can access the program over a period of time dependent on how the program is offered and still meets the national and state regulatory requirements. For instance, a kindergarten program with an approved places figure of 20 children at any one time has a licensed capacity of 40 children per week, as children can be accommodated in two groups of 20 children over the week.

Kindergarten Supply – Optimum Capacities

Central Goldfields has approximately 178 approved places for kindergarten, which likely equates to a licensing capacity of approximately 356 kindergarten places. That number of kindergarten places, however, cannot realistically be achieved as the group numbers would be in excess of optimum group sizes and staffing would be an unsurmountable challenge. Already several kindergarten services are operating with 30 children or more in a group. This is not ideal and is even less so where there are higher proportions of children with additional needs (yet to be determined).

The KISP states that, based on research carried out by the Mitchell Institute, the 'optimum group size for the delivery of a three-year-old preschool program, in line with current practice for 4-year-olds is between 20 and 22' (DET, 2020a, p8). Table 4 indicates that whilst Central Goldfields has 178 licensed places, its optimum licensing capacity likely sits around 264 kindergarten places. If accurate, Council could meet its demand for kindergarten until 2024. It is noted that there is a discrepancy between the KISP supply figure of 226 and the suggested supply of 264. The research team plan to query this with Council at the next opportunity.

Also, these figures are approximate as, at the time of writing, it was unclear how many kindergarten places are allocated for within Goldfields Family Centre. Additionally, the private service is excluded from the estimate.

Table 4

Maximum licensing capacity of Council-run and not-for-profit services

No. Services (Excluding 1 private service)	Kindergarten Licensed Places	Licensing Capacity (if all services offering optimum groups of 22 children per week and running 2 groups per week)
6	178	264

Current Kindergarten Utilisation and Unlocking Unused Capacity

This kindergarten utilisation data provided by Council was analysed with a view to find any unused capacity. This analysis does indicate that services are not utilised to capacity. But again, given the context where it is likely a high number of children have additional needs (yet to be confirmed), unlocking unused capacity may not be desirable in all services. As stated, DET and Council are likely aiming for an optimum group size of 20 to 22 children.

Assumptions in the modelling

The modelling assumes that to be optimally utilised, services deliver two groups of kindergarten with 22 children per group per week.

The licensed capacity is possibly higher as the private service, Roseberry House Kindergarten, has intentionally been left out of the analysis.

The supply is possibly lower as families may not be willing to travel to Talbot to access kindergarten.

Current Utilisation Analysis by Service

With current inputs, the analysis indicates that:

- the maximum capacity of Council and not-for-profit kindergarten places across Central Goldfields is 357 kindergarten places (three- and four-year-old combined)
- When utilising optimum group sizes of 22 children per group, 264 kindergarten places are available
- the current utilisation of kindergarten services, with 224 enrolments, is 85% of optimal capacity.
- if services were aiming to operate at optimum capacities, they could potentially accommodate another 67 kindergarten places
- Three services, Goldfields Children Centre Kindergarten; Maryborough – A G Leech Kindergarten; and Maryborough – Californian Gully Kindergarten are running with capacities over the recommended utilisation

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- Three services are underutilised: Dunolly Kindergarten; Maryborough – T L Stone Memorial Kindergarten; and Talbot – Back Creek Kindergarten. Two of these services are only operating on 3 / 5 days per week, and this has impacted their ability to reach their optimum utilisation.

Table 5
Shortfall / Surplus of kindergarten places by service with various utilisation scenarios, three and four-year-old kindergarten

Service	Current Utilisation		IF maximally utilised (100%)		IF optimally utilised	
	Current utilisation per wk (no. enrolments)	Current utilisation per wk as a % of the optimum utilisation	Approximate licensing capacity per wk if maximally utilised 100% (no. max enrolments with 2 groups per wk)	Surplus / Shortfall of licensed places if aiming for 100% utilisation (max utilisation - current utilisation)	Licensing capacity per wk if optimally utilised (22 enrolments with 2 groups per wk)	Surplus / Shortfall of licensed places if capping groups to 22
Goldfields Children's Centre Kindergarten	63	143%	63	0	44	-19
Dunolly Kindergarten	30	68%	60	30	44	14
Maryborough - A G Leech Kindergarten	52	118%	66	14	44	-8
Maryborough - Californian Gully Kindergarten	44	100%	58	14	44	0
Maryborough - T L Stone Memorial Kindergarten	22	50%	60	38	44	22
Talbot – Back Creek Kindergarten	13	30%	50	37	44	31
TOTALS	224	85%	357	133	264	67

Unused Capacity by Individual Kindergarten Service

A total of 66 additional kindergarten places could be offered in Central Goldfields by running additional groups. Where additional licensed capacity might want to be considered, it has been dot pointed below with a brief explanation (see Appendix 3 for individual kindergarten utilisation and grouping arrangements).

Dunolly Kindergarten

- Dunolly Kindergarten is currently providing three half-day sessions to an integrated group on Monday, Tuesday and Thursday. Thus, there is likely capacity to run two long-day sessions (7.5 hours per day) on the remaining two days of the week. This would provide the community with an additional 22 licensed places.

Maryborough – T. L. Stone Memorial Kindergarten

- This service is similar to Dunolly Kindergarten where the service is only being utilised three out of five days. Opening the program for two more days of the week, would allow another long-day kindergarten group (7.5 hours per day) and provide an additional 22 licensed places to the community.

Talbot – Back Creek Kindergarten

- Council has indicated another 22 places are available. This is likely with the running of an additional group on the three days which the kindergarten is not currently open. It is possible, however, that this level of demand is not realistic given the service is approximately 1.5km south of Maryborough central.

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Possible Reasons for Underutilisation

Whilst the data provided by Council determined that six of the seven services, to be 'at capacity', the analysis suggests that, in some services, there is capacity for additional enrolments to be taken.

It is acknowledged, however, that contextual circumstances can impact a service's ability to be maximally utilised. Preliminary discussions with stakeholders shed light on some of the issues happening for services and why they have indicated their service to be 'at capacity'. These issues included not having the available number of qualified staff to meet the legislated ratios (see Appendix 1 for ratio requirements).

There is also an indication that services are not utilising their maximum capacities due to high numbers of children with additional needs in their programs. In conversations with one stakeholder about their program being underutilised, the service leader said, "Because of children's complex needs, we are functioning at capacity". There is no known guideline which indicates the ideal educator to child ratio when providing education and care for children with additional / complex needs. Meeting the regulation is only ever meeting the minimum standard in quality service provision. The decision to offer less places than the licensing capacity in order to meet the needs of all children attending the program would be supported by research. This decision to offer less kindergarten places to the community in order to meet the needs of children in attendance is typically made at the organisational level, and key to this decision is the skill-level of the team of educators with respect to their ability to include all children in the program.

Central Goldfields kindergartens have access to inclusion support and early intervention services and funding. At this stage in the research, however, it is not clear if YMCA and Council are accessing these services. Inclusion support services aim to build capacity and capability of educators to address participation barriers for children. In some cases, kindergartens can be supported with extra staffing which aims to increase the educator to child ratio in the care environment. Whilst there are barriers to accessing these services, it is worthwhile and recommended. The research team will investigate this issue in the coming weeks.

Long Day Care

There are two long day care (LDC) services operating in Central Goldfields. Council runs the Goldfields Children Centre within the Goldfields Family Centre, and Roseberry House Early Learning Centre Maryborough is a privately run centre. Both are located in Maryborough central. It is estimated the Approved Places allocated to LDC totals 107 combined across both services. At the time of writing, it was unclear how many of the LDC services' Approved Places were allocated to LDC placements. These estimates may need to be firmed up after conversations with stakeholders.

Table 6
Central Goldfields Long Day Care services and Approved Places

Service Name	Operated by	Approved Places	Estimate of Approved Places Allocated to LDC
Goldfields Children's Centre	CGSC	100	50
Roseberry House Early Learning Centre Maryborough	Private	70	57

Long Day Care – Supply and Demand

The analysis provides a conservative estimate around the shortage / surplus of approved places in Central Goldfields.

There are three important assumptions in the modelling:

1. the Approved Places allocated to across both LDC services is 107
2. not all children take up care (22.5% of Victorian children not living in major cities take up formal care); and
3. not all children who take up care attend care every day of the week (average of three days per week considered (ABS, 2017)).

If both services were operating at maximum capacity, conservative modelling indicates the current supply of LDC places is not able to meet demand; a shortage of 12 LDC places was recorded.

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Co-located, Integrated Early Year Services

This section begins to delve into the possible models of service delivery. Research is still underway and will further inform the current work as interviews progress with key stakeholders. Specifically, interviews are planned with service leaders of particular models of interest in other similar contexts in Victoria. For now, this section aims to present the rationale for considering co-located facilities and provide evidence for their effectiveness.

Central Goldfields Need for New Infrastructure

In 2020, an independent study into the condition of each of the Council owned buildings in which kinder and long day care services are based was commissioned by Council. All kindergarten services' buildings, except for the private service, were included in the study. It was found that the current infrastructure would be costly to maintain, and DET, in their KISP, indicated that,

'the development of a larger integrated early years facility which consolidates a number of existing services is more cost effective for rate-payers in the long run, more likely to improve teaching standards, increase consistency of supports and the level of expertise in supporting children affected by trauma and, if managed in partnership with the community, will also increase attendance and participation rates in early years services in the Shire' (DET, 2020, p9).

History of Co-located Services

Historically, interest in co-locating children's services has been associated with school sites. The Western Australia Planning Commission's 1998 policy statement read, "The co-location of children's services facilities with primary schools has advantages for both. Convenience is offered to parents of children attending both facilities while interaction between the two services provides a smooth transition for children entering the primary school system" (DCP, n.d., p2-4). The concept has since expanded, however, and within Australia examples can be found that include the co-location of other services: youth and aged care, physical and mental health facilities, allied health and others.

Addressing Vulnerability through co-location of services?

In referencing the Central Goldfields context, the topic lends itself well to improving services access for 'vulnerable' families. The idea of 'vulnerability' is raised earlier in this review, but is acknowledged by the OECD as a concept that is poorly defined. In earlier American work, the concept has a focus on impacts: "Vulnerability means that these children and families are at serious risk for problems related to health, safety, mental health, food security, homelessness, and other concerns related to basic living" (LaMont, 2014, p252). Nevertheless, for the purposes of this review: "Child vulnerability is the outcome of the interaction of a range of individual and environmental factors that compound dynamically over time. Types and degrees of child vulnerability vary as these factors change and evolve" (OECD) but can be seen as: "Children most at risk of experiencing inequalities and poor life chances. Focus is on those whose experience of multiple, adverse, overlapping factors in their lives makes them vulnerable to significant risk of poor outcomes" (U.K. National Children's Bureau, n.d.).

Considerations for Co-located Kindergarten Services

In the last two or three decades there has been a global trend towards place-based initiatives to break intergenerational cycles of disadvantage and promote positive child development. Co-location of (for example) health, education and community support services is a common element of place-based initiatives. The intention of co-location is to deliver accessible, coordinated services for children and their families/caregivers. A 'one stop shop' for child and family assistance.

Co-location of services, however, does not 'guarantee' collaboration between services to support families. Jose, et al (2021, p1) note "Service providers based in Children and Family Centres reported that co-location of services was facilitating local cooperation and collaboration between services. However, insufficient information sharing between services, prioritising client contact over collaborative practice and limited shared professional development remained barriers to collaborative practice. For parents, co-location improved access to services, but they experienced services independently of each other."

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Co-located collaborating services mean parents would not experience services independently of each other this is often articulated through the idea of a 'no wrong door' access to services. For example, Kindergarten Central Registration and Enrolment Schemes (CRES) are encouraged to "engage in a 'no wrong time, no wrong door' policy, meaning that the option to seek information and register a child for kindergarten is available whenever and however a family member or carer engages with CRES" p. 23. CRES Practice Guide Version 1 – November 2020 Vic DET. In Central Goldfields the Go Goldfields Program Coordinator has oversight for CRES provision.

Child Safe Standards

Victoria's 11 Child Safe Standards (the Standards) are a set of mandatory requirements to protect children and young people from harm and abuse. The Standards commenced in January 2016. New Child Safe Standards came into force on 1 July 2022. Organisations and businesses that must comply with the standards include (but are not limited to): kindergartens, schools, maternal and child health centres, support services for parents and families, public health and multipurpose services, disability, mental health, child protection, family violence and sexual assault services, transport services specifically for children, charities and not for profits, cultural, sport or recreation services for children.

The following information sharing schemes sit alongside the 11 Child Safe Standards:

- Child Information Sharing Scheme (CISS)
- Family Violence Information Sharing Scheme (VISS)
- Multi Agency Risk and Assessment Management (MARAM) Framework which sets out the responsibilities of different workforces in identifying, assessing, and managing family violence risk across the family violence and broader service system. (NOTE: MARAM guides information sharing under both information sharing schemes wherever family violence is present)

It should be noted that at present the Kindergarten Enrolment Service and Preschool Field Officers are NOT prescribed as information sharing entities under the scheme. Jose et al. (2022, p9) state, "Having mechanisms for sharing information and data between organisations and agencies is a key component in collaborative or integrated practice." Further, "organisational structures, processes and procedures have the capacity to impede or enable collaborative practice. Shared planning, development of shared practice frameworks as well as resources and infrastructure that supports the development of skills to work collaboratively are considered essential for facilitating collaborative practice".

Therefore, any kindergarten services and infrastructure co-located or otherwise, in Central Goldfields fall under the Child Safe Standards and by extension information sharing schemes. Careful consideration needs to be given as to whether kindergarten buildings and or co-located services promote compliance with Child Safe Standards and Information Sharing Schemes, particularly given the high levels of family violence in the community. Any kindergarten infrastructure and spaces (welcoming areas, office and training spaces, sound barriers, corridors, privacy) warrant contemplation of how they will or won't facilitate the sharing potentially sensitive information to best support children and their families. These include:

- Tight, clear governance is important and mandated through Child Safe Standards and MARAM
- Shared training and understanding of best ways to work with children/families with complex needs is important i.e., to effectively support children and families with complex needs interprofessional learning may be required
- Go Goldfields could be useful for big picture shared understandings or commitments (ECEC 5 Priority Change Areas)
- Clarity on information (roles, responsibilities) sharing is important
- Potential difficulty around Central Kinder Enrolment NOT being part of information sharing scheme.

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Implications / Recommendations

A number of implications and recommendation have been drawn from the research conducted to date. The way in which the issues / findings have relevance to the provision of early years infrastructure in Central Goldfields is described and have been organised into three broad areas: people, processes, and policy.

PEOPLE		
Household Demographic Data	Notes	Recommendations/Implications
<p>Health Domestic Violence Over 10% of recorded family violence incidents across the Loddon Campaspe Region in 2019 took place in Central Goldfields Shire. The population of Central Goldfields Shire only comprises 5% of the Loddon Campaspe Region. Mental Health "Mental health problems are reported in approximately 21% of low-income families & almost 30% in single, unemployed parents." p. 12 Restacking the Odds.</p>	<p>"Typically, children affected by trauma require more intensive 1-1 support. Where a community contains a higher-than-average proportion of children affected by trauma because of the poverty they experience, it follows that those children are better supported, and the effects of this trauma area addressed in smaller groups or with more intensive supports such as those delivered within the School Readiness Funding (SRF) program. Central Goldfields KISP p. 8.</p>	<ul style="list-style-type: none"> • Consideration of trauma-informed practice when planning for kindergarten infrastructure and programs. • Gain greater understanding of how SRF Funding is being spent to inform Kindergarten Infrastructure approaches – i.e. linked rooms/spaces • If health services are perceived as affordable, is there opportunity to intentionally create connections via infrastructure?
<p>Education: Adult language and literacy levels Twice as many people in Maryborough have below year 9 level qualifications (16%) as have degree level qualifications (7.4%) – the opposite of the typical national profile (8% and 22% respectively). (ABS 2016).</p>	<p>The Central Goldfields Literacy Strategy 2019. Some parents/caregivers illiterate or very low literacy levels "We communicate with some families using picture forms" (Roseberry House)</p>	<ul style="list-style-type: none"> • Further exploration of adult literacy levels and connections to Central Goldfields Literacy Strategy and adult literacy programs. • Deliberate attention paid to families preferred methods of communication. when sharing information advertising and promoting kinder enrolment and services. • Explore role of social media with vulnerable demographics when sharing information
<p>Employment/Poverty 37% of two parent households (with adults of working age) have nobody in the household in paid employment (ABS 2016) – almost double the Victorian rate (19.5%). "Intergenerational poverty: is experienced by families with low levels of household income spanning more than one generation. The length of time children live in households experiencing income-based disadvantage is a predictor of multiple forms of</p>	<p>High levels of unemployment and subsequent poverty.</p>	<ul style="list-style-type: none"> • All children benefit from attendance at kindergarten, disadvantaged children (and their communities) stand to benefit the most. Design and service delivery need to include a concerted effort to get the input and be genuinely inclusive of children and families living in poverty. • Parents who experience long term unemployment/underemployment are frequently in the category of having negative experiences of

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<p>disadvantage experienced by them in adulthood. This disadvantage profoundly impacts the physical and mental health of communities¹. Breaking this poverty cycle is fundamental to supporting health and wellbeing across Victoria, and particularly for Central Goldfields" p. 11 Health and Wellbeing Plan</p>		<p>'formal' education themselves. They may not have gone to kindergarten or understand its benefits – kindergarten delivery and design need to share positive messaging and be that positive experience/space for these parents/caregivers otherwise why would they bring their kids back</p> <ul style="list-style-type: none"> • Barriers or disincentives to attendance need to be removed for this (intergenerational poverty) group. For example, if transport is an issue and families cannot access a vehicle, or petrol is too expensive, their children are unlikely to attend. Upfront fees or ongoing costs also make services prohibitive. • One opportunity is that, whilst families do not have financial resources, they may have time. If the transport and financial barriers are removed, kindergarten and services can benefit by supporting families to be part of their children's journey by engaging many sets of hands to help in the kitchen, gardens, rooms, etc.
<p>Housing "Between 2011 and 2016 the overall population in the Shire increased by 0.8%. This includes growth in the 20-24 year and 25-34 year age groups, increasing the likelihood of corresponding and accelerating growth in the childhood population in subsequent years, particularly in Maryborough and Carisbrook, which continue to experience growth in housing stock and new housing developments." Central Goldfields KISP p. 6.</p>		<p>Kinder infrastructure to considering housing development.</p>
<p>Transport Access to public transport across the region is substantially lower than the state as a whole ... by contrast, the proportion of households with a vehicle is higher across the region – and in each LGA – than across Victoria p. 48 Infrastructure Victoria Profile.</p>	<p>Transport (or lack thereof) as a barrier to kindergarten attendance, reliance on cars and "current cost of petrol" are factors.</p>	<p>Kindergarten Infrastructure planning to consider transport and access to services</p>
<p>Internet access The number of household dwellings with access to the internet is lower across the region than the Victorian average p. 48 Infrastructure Victoria Profile</p>		<p>Consider how this impacts communication avenues with respect to promoting kindergarten and communicating with families</p>

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DATA SOURCES: 2021 Central Goldfields, Census All persons Quick Stats Australian Bureau of Statistics, Central Goldfields Community Profile Draft (supplied by Council), Socio Economic Index For Areas, Central Goldfields Kinder Infrastructure Service Plan (KISP), Central Goldfields Shire Health and Wellbeing Plan 2021-2025, Infrastructure Victoria Loddon Campaspe Regional Profile 2019. Restacking the Odds Parenting programs: A study of barriers, facilitators, & strategies to improve participation. Carly Molloy, Sharon Goldfield, Christopher Harrop, Nicholas Perini.

PEOPLE		
Child Demographic Data	Notes	Recommendations
Australian Early Development Census (AEDC)	About a fifth (20.2%) of children living in the Central Goldfields Shire are developmentally vulnerable on 2 or more AEDC Domains, this has persisted over time (2009 – 2021). This level of vulnerability is higher than what exists at both the National (11.4%) and the Victorian (10.2%) State level. Vulnerability around language and cognitive skills (school based) links back to parent/caregiver language and literacy levels and home learning environment.	<ul style="list-style-type: none"> Kindergarten programs support development of language and literacy ... link to any teenage and adult language/literacy educational support programs/ attempt to ameliorate intergenerational illiteracy. Shared commitment across all children and family services to improve AEDC statistic (link with Go Goldfields). Any infrastructure planning done with this end in mind!
Prep Literacy	AEDC Reading domain showed 24.3% of students above the 'Foundational' level (2019). Lower than the Victorian average of 31.7%. – Go Goldfields Data Pack 2020 p. 3	Promotion of the importance of literacy
Kindergarten attendance	The Restacking the Odds research program undertaken by the Murdoch Children's Research Institute (MCRI), after 12 months intensive research into early years supports, services and programs in Central Goldfields Shire in 2018/19 found that 52 out of the 159 4-5 yr. olds in Central Goldfields (33%) attend the recommended 15hr/wk. of Early Childhood Education and Care – half the national attendance rate.	Promotion of the importance of kindergarten
School attendance	Restacking the Odds also found that over the same period school attendance in Prep – Year 3 was 92% compared to the Victorian average of around 94%.	Promotion of the importance of school attendance

DATA SOURCES: Restacking the Odds information from KISP, AEDC Goldfields Community Profile 2021, Go Goldfields Data Pack 2020

PEOPLE – First Nations People Aboriginal and Torres Strait Islander

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Data	Notes	Recommendation
KISP p. 6 Central Goldfields Shire sits entirely on Dja Wurrung country and has a population of 13,000 of whom 1.5% identify as Aboriginal or Torres Strait Islander – almost double the Victorian percentage population of people who identify as Aboriginal or Torres Strait Islander 0.8%. In terms of children identifying as Aboriginal, we have 7 currently enrolled for 2023 however registrations are still open. Central Goldfields is Dja Wurrung Country and is within the Bendigo and District Aboriginal Corporation area, however there is no presence here. We are working with them to encourage a co-location arrangement, but they have not had staff to provide to date. See Email from Carolyn Bartholomeus Go Goldfields Manager 14/7	Aboriginal Torres Strait Islander engagement – families might be more culturally safe engaging with Bendigo and Ballarat as they have specific culturally appropriate services.	<ul style="list-style-type: none"> Engage with identified liaison and community workers regarding services and kindergarten participation
Eleven Victorian Child safe standards effective July 1, 2022: Key changes include new requirements: for a greater focus on safety for Aboriginal children and young people to manage the risk of child abuse in online environments <ul style="list-style-type: none"> for greater clarity on the governance, systems, and processes to keep children and young people safe. 		<ul style="list-style-type: none"> Attention to Child Safe Standards in Kindergarten Infrastructure
As per Kristy Hammond Manager at Roseberry House Aboriginal and Torres Strait Islander community not "openly identifying as such" because they already exist within a vulnerable community that has high department of human service/child protection involvement and don't want to be "on the radar" anymore than they already are because of "history" and concerns around child removal.	Relationships, relationships, relationships. She said most families are disclosing some kind of challenge particularly domestic violence and they need to feel comfortable enough to do that AND THEN if they feel safe, disclose Aboriginal Torres Strait Islander status. She said, "it has taken four years" and some families are only just disclosing to her.	<ul style="list-style-type: none"> Offer relational and trauma informed practice to all practitioners working with children and families.

PEOPLE - Teenage Parents		
Data	Notes	Recommendations
Central Goldfields Shire has a high teenage birth rate compared to the rest of the State of Victoria.		Explore feasibility of kindergarten infrastructure on site with teenage and adult education. Learning together. Explore synergy with Maryborough Education Centre (MEC)
Every Child Every Chance 2021 Survey	Of the 145 Parents and Carers Survey respondents two respondents (1.39%) were aged under 18 years	Consult MCH professionals to ensure the unique needs of teenage parents are considered in service design and delivery. Investigate what opportunities exist for promotion of kindergarten services.

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APPENDIX

APPENDIX 1: Centre-based ratio requirements

Age of children	Educator to child ratio	Applies
Birth to 24 months	1:4	All states and territories
Over 24 months and less than 36 months	1:5	All states and territories excluding VIC
	1:4	VIC
36 months up to and including preschool age	1:11	ACT, NT, QLD, SA, VIC
	1:10	NSW
	1:10	TAS
	2:25 for children attending a preschool program	
Over preschool age	1:10	WA
	1:15	NT, QLD, SA, TAS, VIC, NSW
	1:11	ACT
	If no Kindergarten children present	WA
	1:10 for first 12 children then 1:13 (eg. If 11 or 12 children present, 2 staff members still required)	

Source: ACEQCA, 2022. Retrieved at: <https://www.aceqca.gov.au/nqf/educator-to-child-ratios>

APPENDIX 2: KISP Data – LGA Level Estimates

LGA Level Estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated existing supply of kindergarten places	226	226	226	226	226	226	226	226	226
Total estimated demand for kindergarten places (three and four-year-old children)	244	253	258	263	267	284	287	289	291
Total kindergarten places that cannot be accommodated by existing services	18	27	33	37	41	58	61	63	65

Source: DET. (2020a). Kindergarten infrastructure and services plan. Retrieved at: https://www.education.vic.gov.au/Documents/childhood/providers/funding/Central_Goldfields_Shire_KISP_Sign ed.pdf

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APPENDIX 3: Kindergarten Service Utilisation and Groupings

Service Name	Operated by	Approved Places	Enrolments 2021	Enrolments 2022	Operation of service for 2022	Operation of service for 2023
Goldfields Family Centre Kindergarten (standalone)	CGSC	100	3-year-old 31 4-year-old 52	3-year-old 30 4-year-old 33 Council: 'At capacity' S&S: Agreed – group sizes already exceed optimum capacity of 22 children	Operates across 5 days Integrated groups 7.5-hour days over 2 days	Operates across 5 days Integrated groups 7.5-hour days over 2 days
Roseberry House Kindergarten (Integrated in a LDC service)	Private	70	3-year-old 13 4-year-old 19	3-year-old 2 4-year-old 11 Council: 'At capacity' S&S: Depending on the approved places figure allocated to Kinder, there is likelihood of additional capacity.	Operates across 5 days	Operates across 5 days
Dunolly Kindergarten	YMCA	30	3-year-old 9 4-year-old 13	3-year-old 9 4-year-old 21 Council: 'At capacity' S&S: an additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for	integrated group Mon, Tue, Thu 8.45am-1.45pm	Integrated 3YO & 4YO Program: Mon, Tue, Wed 8.15am - 3.45pm (3 groups) Group 1: Mon, Tue Group 2: Tue, Wed Group 3: Mon, Wed
Maryborough - A G Leech Kindergarten	YMCA	33	3-year-old 22 4-year-old 30	3-year-old 22 4-year-old 30 Council: 'At capacity' S&S: An additional 11 children can be accommodated for	3 YO Mon, Thu, Fri 9am-2pm 4 YO Tue, Wed 8.30-4pm	3YO program: Mon, Thu and Fri, 9am to 2pm (15 hours) 4YO program: Tues, Wed 8.30am to 4pm (15 hours)
Maryborough - Californian Gully Kindergarten	YMCA	29	3-year-old 4 4-year-old 18	3-year-old 15 4-year-old 29 Council: 'At capacity' S&S: An additional 7 children can be accommodated in the 3YO Program	4YO Mon, Tue 3 YO integrated Wed, Thu, Fri 4 YO Wed Thu, Fri	3YO program: Mon, Thu, Fri 9am-2pm 4YO program: Tue, Wed, 8.30am-4pm
Maryborough - T L Stone Memorial Kindergarten	YMCA	30	3-year-old 12 4-year-old 10	3-year-old 9 4-year-old 13 Council: 'At capacity' S&S: an additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for	Integrated group Tues 9am - 2pm Wed 9am - 2pm Thu 9am - 2pm	Integrated 3YO & 4YO Program: Mon, Tue, Wed, Thu 9am-2pm (4 groups) Group 1: Tue, Wed, Thu Group 2: Mon, Wed, Thu Group 3: Mon, Tues, Thu Group 4: Mon, Tue, and Wed
Talbot – Back Creek Kindergarten	YMCA	25	1 registration received – Kindergarten did not open in 2021 2nd year kindergarten went into recession	3-year-old 5 4-year-old 8 Council: 22 -places available	Integrated group Wed, Thurs 8.30-4	3YO Program: Tue, Wed, Thu 8.30am – 1.30pm 4YO Program: Tue, Wed, Thu 8.30am – 1.30pm

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8.2 Appendix 2 - Needs Analysis

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Central Goldfields Shire Early Years Infrastructure Masterplan Project

PHASE 1 REPORT

Semann & Slattery

October 2022

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8.2 Appendix 2 - Needs Analysis

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EXECUTIVE SUMMARY

This document is concerned with the Central Goldfields Shire Early Years Infrastructure Masterplan Project (Project). The aim of the Project is to establish a comprehensive, best-practice, shovel-ready early years education infrastructure master plan for Central Goldfields Shire which meets the long term needs of their community.

It is also Council's vision that the work complements the ambitions of the Go Goldfields Partnership, of which Council is a committed partner. The partnership's goals include reducing inequality, improving standards and accessibility in early years services, ensuring families are in the driving seat, and creating an environment in which every child born in the Shire has what they need to reach their full potential and live a prosperous and happy life.

This report draws on data collected from both quantitative and qualitative data sources and marks the end of Phase 1 of the Project. This first phase has produced a body of work which was largely carried out in two stages. The first stage includes a document analysis and summary of key information related to the Central Goldfields' early years context. The second stage is concerned with stakeholder engagement and identifying the needs of the Central Goldfields community with respect to early years infrastructure. This process was integral to identifying the existing strengths and potential opportunities inherent in the local context. Stakeholders were invited to share their knowledge of the local child and family population and early years' service ecosystem. They were encouraged to discuss their observations and ideas regarding early years infrastructure and how it might best be conceived to meet the current and future needs of families in the area.

The key findings and subsequent recommendations from Phase 1 are provided to Council for consideration.

Whilst the report points to possible infrastructure solutions to meet the demand of early years services, additional community consultation is required. Key decisions regarding the location of facilities, the design of the buildings and the services should be further explored with families and community in subsequent stakeholder consultations.

Finding 1: GoGoldfields Every Child, Every Chance Initiative is a strength to be leveraged in the early years infrastructure space

Recommendations

Given the momentum and high stature of the GoGoldfields initiative within the early years space, it is recommended that the early years infrastructure plan consider how to best leverage and build from what is already working well here.

Finding 2: MCH is poorly situated with a sub-optimal fit-out and is unable to meet demand for its Enhanced Program

Recommendations

- A new facility be provided, which optimises the delivery of high quality MCH services. Planning the design of such a space requires consultation with MCH practitioners.
- Any new build be centrally located, with its own entrance, and co-located with a childcare centre and GoGoldfields
- Council seeks additional funding and resources to ensure the most vulnerable families, those eligible for the Enhanced Program, are supported and not waitlisted

Finding 3: Allied health services are not meeting demand, and there is a lack of early detection and intervention for children with additional needs

Recommendations

- Facilitate increased access to in-demand allied health services, particularly speech pathologists, occupational therapists, paediatric social workers, and other mental health services
- Facilitate access to NDIS practitioners in Maryborough to reduce the need for families with the highest level of need to travel

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- Consider ways in which early detection / intervention might be supported throughout the community. This might involve facilitating social opportunities for families to come together in groups and allow families to observe their children in the context of others.
- Appoint an inclusion support champion to work across early childhood education and care services. A well-trained inclusion champion could serve as additional staffing (this issue is discussed elsewhere), and:
 - o build the capacity of existing team members,
 - o ensure consistent collection of assessments to pick up delays, and
 - o support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

Finding 4: Kindergarten is undersupplied

Recommendations

- Optimise the use of existing services and infrastructure. Three services could each potentially run an additional program and offer another 66 licensed places per week to the community. Dunolly Kindergarten, Maryborough – T. L. Stone Memorial Kindergarten, and Talbot Kindergarten currently operate three days a week. By offering an additional 7.5-hour program over two days per week, each service could offer 22 licensed places.

The Talbot Kindergarten is currently underutilised due to its location and costs associated with car travel. The demand for a kindergarten placement at Talbot might increase if transport were included. This may be considered as an interim measure to meet community demand whilst new infrastructure is being built.

- Renovate / maintain current kindergarten infrastructure. Focus on identified defects and those components with a lifespan expiring within five years (<\$230,000). If renovating is not a viable solution, replacing the infrastructure should be considered to maintain multiple and varied service delivery locations. This is particularly with respect to kindergartens in the satellite towns (e.g. Talbot and Dunolly)
- Supply the community with additional kindergarten infrastructure to meet current and future demand.

Finding 5: Given the levels of vulnerability in the community, services delivering early childhood education and care programs need to be committed to delivering high quality programs

Recommendation

Council facilitate support for early childhood services with Working Towards NQS ratings (A G Leech Kindergarten Maryborough and Goldfields Family Centre). A strength of the community is the number of services Meeting (x2) and Exceeding the NQS (x2). Leveraging this knowledge base to support lower quality services through professional development and networks should be considered.

Finding 6: Long Day Care is undersupplied

Recommendation

Any proposed new build should accommodate a long day care program either alongside or integrated with the kindergarten program.

Finding 7: OSHC is underutilised

Recommendation

- OSHC service provision is already provided for in the community, and the service has low demand. Council likely does need to include OSHC service provision in a new infrastructure build. Providing for this would likely threaten the viability of other local services.
- Parents could be supported to understand better the service and how to access it - this includes support with setting up childcare subsidy with Centrelink and the low cost associated with it (after rebate).
- OSHC enrolment might be supported via central enrolments.

Finding 8: Lack of awareness of services and how to access them

Recommendation

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- Increase community awareness around services on offer, how to access them, and why they are important.

Finding 9: Toy Library is underutilised

Recommendation

- Facilitate the promotion of the Toy Library service and educate the community on access and benefits. This could include holding playgroups at the new Toy Library location.
- Source funding to purchase memberships for vulnerable families (\$500 could buy memberships for 50 families).
- Consider how to best support the Toy Library with respect to its grant writing and forms associated with running events

Finding 10: Transportation is a barrier to access

Recommendation

Accessible and affordable transportation to early years' services must be considered. This could include investigating bussing services for kindergarten access and possibly even free shuttle buses or taxi services for vulnerable families accessing appointments.

Finding 11: Families lack a natural community space to meet

Recommendation

The provision of a centrally located family-friendly space be considered in the early years infrastructure plan.

SUMMARY OF OUT OF SCOPE FINDINGS AND RECOMMENDATIONS

Finding 12: Staffing early childhood education and care services is a challenge

Recommendations

- Develop a creative and effective attraction and retention strategy to recruit and maintain qualified early education and care workers.
- Build up a local casual pool. Identify local people and support them through accessing training. Additionally, there are a number of DET funded scholarships and financial incentives on offer to those looking to start in the ECEC sector.
- ECEC services consider appointing a role of 'inclusion champion'. A well-trained inclusion champion could work across services and serve as additional staffing support and help to
 - build the capacity of existing team members,
 - ensure consistent collection of assessments to pick up delays,
 - support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

Finding 13: Family Day Care is maximally utilised, and there is an appetite for more childcare choice in the community

Recommendations

- Council considers expanding its FDC service; this would include expanding the coordinator in charge of administration and support
- Source funding to support the training of local educators in the community and support them in the fit out of the property
- As the fit-out is often a barrier for educators, Council may wish to consider unique models of delivery, including fitting out unused Council assets and having the FDC educators work from any such Council-owned buildings

Finding 14: There are gaps in service provision, particularly specialist services

Recommendation

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- Any early years' infrastructure plan should consider improving access to specialist services that families greatly need. The provision of a co-located collaborative model of service delivery which leverages inter-agency collaboration may support access to services as expensive infrastructure and scarce resources is shared between agencies.
- Allied and health agencies may wish to engage technology-based models to support access to specialist services (e.g. telehealth services).
- Young mothers and Aboriginal families were cited as groups that were challenging to engage. Therefore, a tailored and targeted approach to engaging these groups should be considered.

Finding 15: Internet access is an issue in smaller towns

Recommendation

- Consider how internet access impacts the communication of health and education messaging with respect to promoting kindergarten and other services.
- Consider communication strategies that leverage the community's social media engagement.
- Advocate for improvements to internet connectivity infrastructure to facilitate reduced social isolation and improved service access

Finding 16: Central Goldfields lacks a welcoming and culturally inclusive space for Aboriginal families

Recommendation

- Increase Aboriginal community awareness around services on offer, how to access them, and why they are important
- Ensure Aboriginal families are well supported with respect to knowledge of services, referrals, accessing NDIS, and Centrelink for childcare subsidy.
- Facilitate internet / computer access to families
- Ensure any infrastructure design is culturally inclusive and Aboriginal families feel welcome

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8.2 Appendix 2 - Needs Analysis

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INTRODUCTION

This document is concerned with the Central Goldfields Shire Early Years Infrastructure Masterplan Project (Project). The Project aims to establish a comprehensive, best-practice, shovel-ready early years education infrastructure master plan for Central Goldfields Shire, which meets the long-term needs of their community. It is also Council's vision that the work complements the ambitions of the Go Goldfields Partnership, of which Council is a committed partner. The partnership's goals include reducing inequality, improving standards and accessibility in early years services, ensuring families are in the driving seat, and creating an environment where every child born in the Shire has what they need to reach their full potential and live a prosperous and happy life.

This report marks the end of Phase 1 of the methodological approach to the Project. This first phase has produced a body of work which was largely carried out in two steps. The first component of the work included document analysis and a summary of key information related to the Central Goldfields' early years context. A range of material was covered, which included a review of current infrastructure, current and forecasted demand for services, and several relevant documents identified by Council. Additionally, a scholarly literature review was carried out, which examined best practice approaches that support the development and delivery of high-quality early years services. The review of the literature also investigated co-located service delivery and best-practice approaches to strengthening accessibility and engagement of vulnerable children and families. This first step of the work established familiarity and an understanding of the context and helped guide the subsequent consultation process.

The second step of Phase 1 was concerned with stakeholder engagement and identifying the needs of the Central Goldfields community with respect to early years infrastructure. This process was integral to determining the existing strengths and potential opportunities inherent in the local context. Stakeholders were invited to share their knowledge of the local child and family population and early years' service ecosystem. In addition, they were encouraged to discuss their observations and ideas regarding early years infrastructure and how it might best be conceived to meet the current and future needs of families in the area.

This report synthesises the learnings from Phase 1's two-pronged methodological approach and presents implications and recommendations relevant to the design and service delivery of early years infrastructure in Central Goldfields.

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METHODOLOGY

The methodology for the wider project utilises a mixed-methods approach. For example, research conducted in Phase 1 of the Project employed qualitative and quantitative research methods, which included document analysis, a desktop literature review of secondary sources, grey and scholarly literature, and a consultative period of stakeholder engagement which employed a semi-structured interview method.

Desktop Research

The document analysis was concerned with several key documents highlighted by Council:

- Community Profile Draft
- Central Goldfields Shire Kindergarten Infrastructure and Service Plan (KISP)
- Municipal Public Health and Wellbeing Plan 2021-2025
- Victorian Child Safe Standards, with a focus on the eleven latest additions
- Murdoch Children's Research Institute Restacking the Odds
- GoGoldfields Theory of Change

Additionally, a range of other material was covered. This included service and MCH utilisation data, survey data (Every Child Every Chance), scholarly literature examining best practice approaches that support the development and delivery of high-quality early years services in both the Australian and international context, and a review of the most current demographic data. The review also investigated co-located service delivery and best-practice approaches to strengthening accessibility and engagement of vulnerable children and families.

Stakeholder Consultation

The consultation process collected valuable qualitative data and mainly relied on semi-structured interviews. Semi-structured interviews are a data collection method that involves asking participants a set of open-ended questions and following them up with probe questions further to explore their responses and the topic of interest.

Semi-structured interviews were employed to gain insights from a range of stakeholders in relation to early years' service provision and community need. A total of 26 interviews were carried out.

Interview participants included:

- Central Goldfields Council, with representatives from:
 - Community Wellbeing (x1)
 - Community Services (x1)
 - GoGoldfields (x1)
 - Central Enrolments (x1)
 - Supported Playgroups (x1)
- Maternal and Child Health
 - Coordinator
 - Parenting Support Worker
- Kindergarten and Long Day Care
Directors, Early Childhood Teachers, and one Acting Coordinator from the following services were consulted:
 - YMCA Early Years Area Director (x1)
 - Dunolly Kindergarten: ECT (x1)
 - Goldfields Family Centre: Acting GM (x1)
 - Maryborough - A G Leech Kindergarten: ECT & EL (x1)
 - Maryborough - Californian Gully Kindergarten: Director & ECT (x1)
 - Maryborough - T L Stone Memorial Kindergarten: ECT (x1)
 - Talbot – Back Creek Kindergarten: ECT (x1)
 - Roseberry House (Private) Director & ECT (x1)

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- Maryborough and District Health Service Allied Health Services
 - Allied Health Team Leader
- DET Early Childhood Improvement Branch
 - Early Childhood Performance and Planning Advisor
- Best Start Facilitator
- Toy Library President
- School principals
 - Timor Primary School (x1)
 - Dunolly Primary School (x1)
 - Carisbrook Primary School (x1)
 - Maryborough Education Centre (x 2)
- Aboriginal community perspectives
 - Koorie Engagement and Support Officer
 - Dja Dja Wurrung Clans Aboriginal Corporation

The data from the semi-structured interviews were then analysed using a thematic analysis approach. Thematic analysis is 'a method for identifying, analysing, and reporting patterns (themes) within data. A theme captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set' (Braun & Clarke, 2006).

IMPLICATIONS AND RECOMMENDATIONS

The data analysis from the literature review and the stakeholder consultations has resulted in a set of findings, which support implications and recommendations for the design and service delivery of early years infrastructure in Central Goldfields. As such, this section should form part of the evidence base for any proposed infrastructure build.

These findings have been reached through data triangulation, which has involved the congruence of multiple data sources. For example, hard data around utilisation figures were cross-checked with ABS population statistics and interview data collected from service leaders to confirm the supply-demand scenario.

The findings are currently organised into themes. This section aims to be concise and succinct. Thus, not all data supporting each theme is presented within. Should Council require additional information on how a conclusion was reached, the information can be provided upon request.

It should be noted that the implications and recommendations advised are not final. The end of Phase 1 and the beginning of Phase 2 of the current work will involve an expert panel and further community engagement. The expert panel are invited to consider these findings and, with their expertise in the local context, sharpen the ideas to best fit community need.

The order of the findings and recommendations in this report does not reflect the order of importance.

Following each finding and recommendation are stakeholder comments. The verbatim comments are provided to the reader to give life to the text and themes.

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Finding 1: GoGoldfields Every Child, Every Chance Initiative is a strength to be leveraged in the early years infrastructure space

Recommendations

Given the momentum and high stature of the GoGoldfields initiative within the early years space, it is recommended that the early years infrastructure plan consider how to best leverage and build from what is already working well here.

Rationale

The GoGoldfields Every Child Every Chance initiative is a place-based partnership between State and local government, service providers and the Central Goldfields community committed to achieving better outcomes for children and families in the Shire.

The Every Child Every Chance work focusses on five priority areas:

- Healthy and Supported Pregnancies
- Confident and Connected Parents
- Safe and Thriving Children
- Valued Early Years Education and Care
- A Great Start to School for All Kids

Consultation with stakeholders identified the initiative as something which is making a difference and meeting an existing community need. Stakeholders, without being prompted or queried, discussed the work they were doing with GoGoldfields and shared how they were working towards the priority areas. This is a testament to significant work and collaboration which GoGoldfields has undertaken in the community.

Additionally, GoGoldfields is already leading several significant projects within the community, including:

- **Implementation of the Empowering Parents, Empowering Communities (EPEC) program** - an evidence-based peer-to-peer parenting program that builds confidence and capacity through a sustainable approach. On completion of the 8-week 'Being a Parent' course, participants are given the opportunity to train to become facilitators of the program, increasing the reach of parenting skills across the community.
- **Creating The Nest as a central and accessible parent-informed space** to support families in their parenting journey to increase social connection and access to services and programs. The Nest facilitator is available weekdays to support parents and carers with information, support and referrals. The Nest offers drop-in sessions and supports programs to increase social connection and services for parents and carers.
- **A systematised Central Kindergarten Registration** process to increase transparency, access and communication with families and providers for 3- and 4-year-old kinder. GoGoldfields introduced a customer relationship management system along with new processes and locally agreed priority of access criteria to ensure all children across Central Goldfields were able to access a program to suit their needs.
- **A local approach to Early Years Transition** – GoGoldfields has leveraged relationships with kindergarten providers, local primary schools and the Department of Education to drive a joint-funded project. The project brings together early years educators, foundation teachers, MCH, allied health practitioners and family services providers to in regular workshops to plan together. It also supports improved and consistent practice within early childhood centres. The project will culminate in a Shire-wide Transition Plan to support children and their families through their early years.
- **Local service model to increase provision of early intervention services** - Early childhood intervention services in Central Goldfields are subject to extensive waiting lists, often over 12 months long. The Go Goldfields initiated a survey to local parents to identify needs and appetite for different models of service to cut waiting times. The results have catalysed an agreement with a provider to conduct weekly group sessions from The Nest that focus on emotional regulation/sensory processing to target the 3-5 age group and an after-school hours block to target the school aged group.

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The importance of family-centred services such as that offered by The Nest, was highlighted in recent work carried out by the Centre for Community Child Health (Moore, 2022). Moore's work discussed ideal conditions for meeting families' core needs and for delivering effective integrated services. Whilst GoGoldfields and its connected services are not an optimally designed integrated child and family centre, the projects on offer by GoGoldfields look to be a step in the right direction with respect to addressing the identified criteria in Moore's work: access to relationally-based services; provision of information on child care and development; connection and support to needed services; and by offering a safe and easily accessible place for families to meet (*ibid*, p 6).

Several stakeholders commented on the known funding timeline associated with the GoGoldfields initiative (e.g. 2023). They found this to be a risk to the momentum of the work already underway. They doubted there was another organisation within the community that would be able to fall into the role which GoGoldfields is occupying, which includes project delivery and also that of a key worker with respect to service collaboration in the early years ecosystem.

"We are able to all come together, the other services, Goldfield's and allied health to meet and discuss what's happening and what we can do to better improve. Every community service out there is connected in with GoGoldfields – they've come a long way". - ECT

"The Go Goldfields model needs to be secured and extended as it is only funded for another year. Certainly, we hope that continues" - Council Wellbeing Manager

"With the Aboriginal community here, Go Goldfields is working hard to try to break into the cohort". KESO

"I'm very pleased that the Nest has just been established- has great potential with Go Goldfields also becoming a 'go-to' location. It's a great asset for the community." - Area Manager

"We have a really close relationship with GoGoldfields – we really value the work that they are doing" - MCH Coordinator

"We have an excellent relationship with GoGoldfields and the kinders... There's already a lot of collaboration between services in the community. We're all working towards the five priority areas." – Allied Health

Data triangulation:
Stakeholder consultation
Research conducted by Tim Moore

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Finding 2: MCH is poorly situated with a sub-optimal fit-out and is unable to meet demand for its Enhanced Program

Recommendations

- A new facility be provided, which optimises the delivery of high quality MCH services. Planning the design of such a space requires consultation with MCH practitioners.
- Any new build be centrally located, with its own entrance, and co-located with a childcare centre and GoGoldfields
- Council seeks additional funding and resources to ensure the most vulnerable families, those eligible for the Enhanced Program, are supported and not waitlisted

Rationale

The MCH service located at 98 Napier Street is not optimally situated, nor is it well designed for the delivery of MCH services:

- The service does not have its own entrance. Families are required to enter from the Goldfields Family Centre entrance. This has several drawbacks: practitioners report a perceived bias as the community is confused as to who the MCH service is for; children and families may be intimidated to check in at a reception area not associated with MCH; children are distracted as they pass through a hallway and the busy childcare service; it is also confusing for children who regularly attend the childcare service, and there is a reduced capacity for privacy and confidentiality
- The service generally has a clinical 'doctor surgery' look and feel. Practitioners would prefer a welcoming space that is visually appealing to families with young children.
- The service has an inadequate number of consultation rooms (currently two rooms, but four would be optimal). Practitioners report having to utilise their tearoom and office space to meet with families.
- The rooms are not adequate in size, and larger families cannot be accommodated in the consultation space. This has meant that, in some instances, family members are seen separately.
- The MCH service does not currently have access to a safe, suitably equipped outdoor play space. Large families and 'busy children' are not well accommodated for in the small waiting area. Additionally, a properly equipped outdoor space would be advantageous for nurses conducting gross motor control assessments. Currently, they are being done in the waiting area, which can be distracting and violate privacy.
- There is inadequate space for multiple families with prams.
- A storeroom in the current space was modified to provide a feeding and nappy change space. Ideally, this would be accommodated for, along with the facility to heat a bottle / infant food. Providing such a space would allow for opportunistic interactions between families visiting Maryborough Central and could potentially lead to support and referrals.
- The office space is subpar. Nurses are currently working in a hot-desk environment. The office space contains a sink and a bench.
- The space lacks a shared tearoom, which could support incidental information sharing and collegial rapport, and overall enhanced collaboration
- The current space lacks a functional meeting room facility that might provide formal meetings and workshops to suit small groups of 7 to 10 people.

The MCH service is currently meeting community demand for the universal program.

However, the Enhanced Maternal and Child Health Program (EMCH) has a waitlist. The EMCH services families require more complex support. It responds assertively to the needs of children, mothers and families at risk of poor outcomes. It provides a more intensive level of support to those with additional needs through targeted actions and interventions. To access the EMCH, a family needs to be experiencing two or more criteria (Appendix 2). The MCH Coordinator discussed the high level of support required amongst the EMCH-eligible families and how many were satisfying more than two criteria. She said, *"The complexity of some of the clients are like nothing we have ever seen. The social issues are severe and significant. Usually, enhanced clients need to meet 2 or more criteria to be eligible for the program. Our families are meeting half a dozen or more."*

At the time of writing, 32 families were accessing the EMCH, and another 12 were waitlisted.

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In addition to service delivery from a centrally located hub, the MCH service might also meet community need by also providing service access in smaller town centres. Locations cited for a visiting MCH service included Carisbrook, Dunolly, and Talbot. Whilst this was not explored in great detail, practitioners discussed having limited days / hours, possibly using a space where they rotate with other visiting specialists.

Data triangulation:

- MCH
- GoGoldfields
- In-person site visit

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Finding 3: Allied health services are not meeting demand, and there is a lack of early detection and intervention for children with additional needs

Recommendations

- Facilitate increased access to in-demand allied health services, particularly speech pathologists, occupational therapists, paediatric social workers, and other mental health services
- Facilitate access to NDIS practitioners in Maryborough to reduce the need for families with the highest level of need to travel
- Consider ways in which early detection / intervention might be supported throughout the community. This might involve facilitating social opportunities for families to come together in groups and allow families to observe their children in the context of others.
- Appoint an inclusion support champion to work across early childhood education and care services. A well-trained inclusion champion could serve as additional staffing (this issue is discussed elsewhere), and:
 - o build the capacity of existing team members,
 - o ensure consistent collection of assessments to pick up delays, and
 - o support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

Rationale

High levels of vulnerability are associated with higher levels of complex and additional needs. All stakeholders discussed the lack of access to allied health, the long wait lists, and issues associated with late detection and intervention. The issue of increasing access to allied health services should be viewed as a priority.

Stakeholders reported that early detection / intervention before kindergarten is not taking place. Stakeholders shared how the breakdown of community groups and social opportunities since 2020 has led to missed opportunity for parents/caregivers to see their child within the context of other children. This contributes to a lack of understanding amongst families around developmental milestones and early detection of delays or inclusive needs.

Early childhood services leaders indicated that speech pathology was the allied health service most required. All services indicated more than 50% of their children had a speech delay. One service indicated 70-80% of children across the service were showing a delay in this area. The need for increased access to speech pathologists is supported by the AEDC data, which indicates the domain attracting the highest proportion of developmentally vulnerable children is that of language (20.3%) (Appendix 4).

The Maryborough District Health Service has fifty children waitlisted to see a speech pathologist. Long wait times exist for other allied health services as well. The most in-demand services appear to be speech pathology and occupational therapy. MDHS indicated that increased access to paediatric counselling is also required.

Early Childhood Teachers (ECTs) discussed complex issues experienced by children and families. On top of the need for allied health services such as speech and OT, they also discussed high proportions of children in the program with trauma. Many ECTs were aware that children in their care are known to child protection, and that family violence is an issue.

"70-80% of children need support with speech. Those on NDIS plans can't access speech through the hospital so they either don't get additional help or families have to try to access in Bendigo or Ballarat." – ECT

"It's the need for services. The more disadvantage, the more trauma, the more behaviour the more delay and disability...the need is so much greater here. If we can get children identified early in 3YO kinder, if we can get funding or whatever service they need and start the ball rolling it makes life so much easier when they start school."

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"Covid has impacted families and the community – they haven't been out socially, so they're not around other families seeing how other children interact or hearing out their child talks or moves in relation to other children...they don't know what developmental norms are for their child. they don't know what developmental norms are for their child. They're not looking at their child in context with other children socially." – ECT

"I think we need a purpose-built facility. It needs to be a hub where allied health – access to speech, OT, and paediatrician, registrar. Community groups could use it. For things to work well, staff need to be upskilled, backfilled, and supported to take on more professional development." – ECT

"Some families can be quite surprised to hear there is a need for this as they're often not sure of the developmental stages and milestones for their child." – ECT/EL

"External professionals must be part of the plan. It could be a process that kids can have better access. MDHS have a good speech pathology team, but there's no paediatric services and NDIS. So for a family to get access, they have to travel. To meet this need, we need more services provided locally. Even if it was like a hub. A paediatrician now visits Maryborough, but I know she's completely booked up. There's also a 3 month wait to get into mental health support so allied health services - the earlier the better." – MEC Principal

"The speech waitlist is up to 5 months before they can be seen and assessed. If a child needs to see a paediatrician, it can be a 4 year wait so they're not being seen before they go to school." – ECEC Service Leader

"They [speech pathology] are already at capacity so children are missing out." – ECEC Service leader

"The [community social] network has broken and the social interaction is not happening and this is evident in the behaviour of children...they don't know how to socialise." – ECEC Service Leader

"When I first came as a new teacher, I was overwhelmed by the community- especially the number of language and speech issues across the board- not just in low SES families." – Supported playgroups

"I've referred 10 children this year, and they're all on wait lists." – ECT

"In kinder there are 10 with NDIS plans, and a few we are working with families to obtain diagnosis. We usually have 6-8 children who are on NDIS plans accessing the service on any one day." – ECT

Data triangulation

- Australian Early Development Census
- Stakeholder interviews – all

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Finding 4: Kindergarten is undersupplied

Recommendations

- Optimise the use of existing services and infrastructure. Three services could each potentially run an additional program and offer another 66 licensed places per week to the community. Dunolly Kindergarten, Maryborough – T. L. Stone Memorial Kindergarten, and Talbot Kindergarten currently operate three days a week. By offering an additional 7.5-hour program over two days per week, each service could offer 22 licensed places.

The Talbot Kindergarten is currently underutilised due to its location and costs associated with car travel. The demand for a kindergarten placement at Talbot might increase if transport were included. This may be considered as an interim measure to meet community demand whilst new infrastructure is being built.

- Renovate / Maintain current kindergarten infrastructure. Focus on identified defects and those components with a lifespan expiring within five years (<\$230,000). If renovating is not a viable solution, replacing the infrastructure should be considered to maintain multiple and varied service delivery locations. This is particularly with respect to kindergartens in the satellite towns (e.g. Talbot and Dunolly).
- Supply the community with additional kindergarten infrastructure to meet current and future demand.

Rationale

The current kindergarten infrastructure was found to be inadequate to meet the demand of the three- and four-year-old population. Whilst efficiencies were found with respect to accommodating more children through existing space in the short-term, the measures are likely only able to placate demand until late 2024.

Putting pressure on the kindergarten supply is the Victorian Government's implementation of Three-Year-Old Kindergarten for all children over a 10-year roll-out. Coming with the commitment, however, is an investment of almost \$5 billion, including \$1.68 billion, to support the infrastructure expansion.

Unused Capacity by Individual Kindergarten Service

A total of 66 additional kindergarten places could be offered in Central Goldfields by running additional groups. Where additional licensed capacity might want to be considered, it has been dot pointed below with a brief explanation (see Appendix 3 for individual kindergarten utilisation and grouping arrangements).

Dunolly Kindergarten

- Dunolly Kindergarten currently provides three half-day sessions to an integrated group on Monday, Tuesday and Thursday. Thus, there is likely capacity to run two long-day sessions (7.5 hours per day) on the remaining two days of the week. This would provide the community with an additional 22 licensed places.

Maryborough – T. L. Stone Memorial Kindergarten

- This service is similar to Dunolly Kindergarten, where the service is only being utilised three out of five days. Opening the program for two more days of the week would allow another long-day kindergarten group (7.5 hours per day) and provide an additional 22 licensed places to the community.

Talbot – Back Creek Kindergarten

- Council has indicated another 22 places are available. This is likely with the running of an additional group on the three days when the kindergarten is not currently open. It is possible, however, that this level of demand is not realistic, given the service is approximately 15km south of Maryborough central.

Renovate / Maintain current kindergarten infrastructure

The recommended new build assumes the kindergarten supply remains constant in the existing infrastructure. Council has already been provided with a condition assessment report of the six kindergarten buildings from which Council and YMCA deliver early services. Whilst the total renewal costs for all components over a 10-year period were substantial (>\$ 3 million), Council might wish to focus on repairing / renovating components with

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identified defects and those which have a lifespan expiring within a five-year time frame (<\$230,000) (CGSC Condition Assessment, 2021).

It is not clear at the time of writing whether renovations to the current ageing infrastructure are a viable solution. If renovations were not an acceptable path, replacing the infrastructure should be considered to maintain multiple and varied service delivery locations. The maintenance of services in satellite towns of Dunolly and Talbot might be considered a priority over centrally located facilities, which might ultimately be replaced with a hub (e.g. A G Leech Kindergarten).

"The building may be 70 years old. It's falling apart- the floor is sinking, and eaves are falling off." – role withheld

"Fix the buildings! They are old and in terrible disrepair. Their Maintenance person submits requests to Council, but "Nothing gets done". – role withheld

"The current infrastructure used by ECEC services are old and require a lot of maintenance." – role withheld

"I feel like if there was more money to spend on the grounds and maintenance, the quality would also improve. A lot of staff time is taken chasing up maintenance which takes away time for our program and families." – role withheld

"Our building is falling down and nobody is taking responsibility for that... it's a big issue." – role withheld

"I'd replace the building... it's full of asbestos, it's rotting, the concrete blocks are falling off – it's a 60-year-old kinder this year. I'd create a two-room centre so lots more children could attend." – role withheld

"We have the oldest kinder in town. It's a beautiful little kinder, and we would hate it if it was to close. It was built in 1957 and the community volunteered their time and the materials to build it. It's got so much history and it goes to show how much they valued the kinder and they gave it to the Council, and it hasn't been maintained. We've been at them about things needing attention. I think it buys into the self-esteem of families when things look shabby...I don't think it helps coming into a kinder that looks tired. The eaves are falling off and it, and it hasn't been painted since I've been here and the toilets keep blocking up. It's hard to equate because the childcare down the road at the kinder that Council did up – that's all shiny and bright and the families at that centre have jobs and our families have droopy shoulders and they come into something shabby...I don't think it sends the right message." – role withheld

Kindergarten supply

According to the KISP, the demand for kindergarten has already outstripped the supply. In 2022, their data indicates that the existing kindergarten infrastructure cannot accommodate 27 children. This is projected to increase to 65 children by 2029 (Appendix 1). Again, given the above highlighted optimisations, the demand can likely be met in the short term.

In 2022, the demand for a kindergarten place (three- and four-year-old children combined) was estimated to be 253 children. This is set to rise marginally (↑13% or 38 children) by 2029. The supply figure, determined by Council and DET being 244 places, is static through 2029 as no new childcare infrastructure has been planned.

Council and service leaders confirmed the inadequate demand for kindergarten places. The utilisation data indicated that, with the current program delivery, all but one service was 'at capacity'. The six services indicated they were maximally utilised. This included the Council service, the private service, and four of the YMCA services. The one service indicating they had available places was that of Talbot – Back Creek Kindergarten. This service is located approximately 15kms south of Maryborough central, and, because of the distance, the service does not have the same demand pressure.

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Data triangulation:

- KISP Central Goldfields Shire
- ABS population statistics
- Stakeholder interviews: Service leader interviews; DET

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Finding 5: Given the levels of vulnerability in the community, services delivering early childhood education and care programs need to be committed to delivering high quality programs

Recommendation

Council facilitate support for early childhood services with Working Towards NQS ratings (A G Leech Kindergarten Maryborough and Goldfields Family Centre). A strength of the community is the number of services Meeting (x2) and even Exceeding the NQS (x2). Leveraging this knowledge base to support lower quality services through professional development and networks should be considered.

Rationale

Given the entrenched poverty and vulnerability in the community, ensuring high quality kindergarten programs are on offer should be a priority. Longitudinal studies have demonstrated the effectiveness of high-quality, focused kindergarten programs in reducing the effects of social disadvantage, developing children's social competency and emotional health, and preparing children for a successful transition to school. Benefits were optimised when children from different social backgrounds attended the same preschool program (Sylva et al., 2004).

Education and care services are assessed and rated by the regulatory authority, the Department of Education and Training. Services are assessed against the seven quality areas of the National Quality Standard. Services are given a rating for each of the seven quality areas and an overall rating based on these results.

The high-quality education and care services on offer in the Central Goldfields Shire are a strength of the community. Three of the seven services offering an education and care program have an overall rating of Meeting NQS, and another two services have achieved an Exceeding NQS rating for two consecutive assessments, respectively (Table 1). This indicates long-standing, embedded, high quality practices.

In conversations with principals, three brought up the varying quality of kindergarten as an issue. They discussed this in the same breath as discussing the varying degree to which additional supports are offered to children before arriving to school.

Community Services also indicated they were aware of quality issues across the services.

Table 1

Current and previous assessment and Rating Results, Central Goldfields services

Service	Current NQS Rating	Previous NQS Rating
A G Leech Kindergarten Maryborough	Working Towards NQS	Exceeding NQS
Californian Gully Kindergarten Maryborough	Meeting NQS	Exceeding NQS
Dunolly Kindergarten	Exceeding NQS	Exceeding NQS
Goldfields Family Centre Kindergarten (kindergarten within LDC but with stand-alone service)	Working Towards NQS	Working Towards NQS
Roseberry House Early Learning Centre Maryborough (Integrated kindergarten program)	Meeting NQS	Meeting NQS
Talbot – Back Creek Kindergarten	Meeting NQS	Meeting NQS
T L Stone Memorial Kindergarten Maryborough	Exceeding NQS	Exceeding NQS

"We need to improve the quality of services across the board. Some feel that if they can't get into an excellent high-quality service, they don't want to go at all."

Data triangulation

- ACECQA
- Stakeholder interviews: Community Services; DET; ECEC service leaders, and principals

Finding 6: Long Day Care is undersupplied

Recommendation

Any proposed new build should accommodate a long day care program either alongside or integrated with the kindergarten program.

Rationale

Two long day care (LDC) services operate in Central Goldfields. Council runs the Goldfields Children Centre within the Goldfields Family Centre, and Roseberry House Early Learning Centre Maryborough is a privately run centre. Both are located in Maryborough central. It is estimated the Approved Places allocated to LDC total 107 combined across both services. At the time of writing, it was unclear how many of the LDC services' Approved Places were allocated to LDC placements. These estimates can be reviewed and further confirmed with feedback on the current report.

Table 2

Central Goldfields Long Day Care services and Approved Places

Service Name	Operated by	Approved Places	Estimate of Approved Places Allocated to LDC
Goldfields Children's Centre	CGSC	100	50
Roseberry House Early Learning Centre Maryborough	Private	70	57

Long Day Care – Supply and Demand

The analysis provides a conservative estimate around the shortage / surplus of approved places in Central Goldfields.

There are three important assumptions in the modelling:

1. the Approved Places allocated across both LDC services is 170
2. not all children take up care (22.5% of Victorian children not living in major cities take up formal care); and
3. not all children who take up care attend care every day of the week (average of three days per week considered (ABS, 2017))

If both services were operating at maximum capacity, conservative modelling indicates the current supply of LDC places is not able to meet demand; a shortage of 12 LDC places was recorded.

"There are not enough spaces for families to go back to work, and there is a flow on effect. You get low income, mental health stress, and in the end, children are also missing out." – MCH

"There are not enough childcare places for mums wanting to return to work. The wait time creates anxiety and stress for families." – Supported playgroups

Data triangulation:

- Population statistics
- ABS childcare utilisation statistics
- Stakeholder interviews

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Finding 7: OSHC is underutilised

Recommendation

- OSHC service provision is already provided for in the community, and the service has low demand. Council likely does need to include OSHC service provision in a new infrastructure build. Providing for this would likely threaten the viability of other local services.
- Parents could be supported to understand better the service and how to access it - this includes support with setting up childcare subsidy with Centrelink and the low cost associated with it (after rebate).
- OSHC enrolment might be supported via central enrolments.

Rationale

The existing OSHC located at MEC, and provided by Theircare, is a relatively new service, as indicated by their service approval date (28 January 2022). At the time of writing, the OSHC appears to be underutilised. This is to be confirmed with the coordinator, but principals indicated the take-up has been relatively poor. The MEC principal indicated that just 'half a dozen kids' were attending. The ACEQCA listing indicates the service is licensed for 65 children.

Other primary schools can access the service. However, few families are taking it up even where transport is in place. For example, Timor Primary School has 43 children, and only one attends OSHC. The school secured a grant, which funds a bus to support service access from Timor PS to MEC.

MEC school leadership indicated the service was fully funded until 2025. They aim to build up the service and increase enrolments.

Several principals discussed how they had promoted the service, but few families have enrolled. Likely barriers cited include cost and complicated enrolment processes, which includes several steps having to be carried out with Centrelink.

It was suggested by one stakeholder that central enrolments might have a role to play with respect to increasing the take up of OSHC.

"I think what we've got the service in the right place and the support is there, but I'm shocked people haven't taken up the opportunity. I'm not across the cost but it might be a barrier. Maryborough is low-income demographic, even if we are working, just maybe the hourly rate is not worthwhile." – Timor PS

"They get collected from their classrooms and taken to OSHC. I'm not sure of enrolments, but it's not as high as we would have thought...I do know there's financial support but it's still probably a barrier...the enrolment process might also be a barrier. And then parents may not necessarily know about it." – MBC

"Having access to service availability and enrolment in one place is something we've been working on. We refer to this as 'on referrals', and our next step in the process might be exploring what registration looks like across a broader range of services: kinder; MCH; LDC; occasional care; OSHC; and probably multiple others." - DET

Data sources:

- Stakeholder interviews

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Finding 8: Lack of awareness of services and how to access them

Recommendation

- Increase community awareness around services on offer, how to access them, and why they are important

Rationale

A significant barrier to accessing services is that families are unaware of what is on offer and how to access them. This issue was discussed in the context of accessing kindergarten, MCH, allied health, mental health, OSHC, Long Day Care, playgroups, and the Toy library – essentially all early years' services.

This was true for Aboriginal families as well. Both voices from the Aboriginal community shared how Aboriginal families in Central Goldfields could be better informed about the importance of services. One participant shared that many mums, and often young mums, have the opinion that, 'I never went to kindy, so why should I send my kids'. The Aboriginal representatives advised that information needs to be more accessible in the local community, and 'it needs to make sense to people'.

Stakeholders discussed ideas around how to promote the services throughout the community. Suggestions included a wide-ranging campaign using social media, print and promotion in universal spaces. For harder to reach communities, it was suggested to leverage trusted relationships and respected community members, such as the Aboriginal liaison.

"There's no clear process for families to follow, no one stop shop. There's no one to listen to concerns and help them deal with it all." – ECEC Service leader

"Young mothers had young mothers and none have gone to Kindy, so "why should I?" there needs to be more accessible local information that makes sense to people!" – Dja Dja Wurrung

"With some intervention from someone, yes families could then be supported to navigate the system. But on their own, not really. They don't have the understanding of how the funding and accessing services works." – ECEC service provider

"Parents are coming in with little understanding of what's available. They don't understand the criteria or the process." – ECEC Area Manager

Data sources:

- Stakeholder interviews

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Finding 9: Toy Library is underutilised

Recommendation

- Facilitate the promotion of the Toy Library service and educate the community on access and benefits. This could include holding playgroups at the new Toy Library location.
- Source funding to purchase memberships for vulnerable families (\$500 could buy memberships for 50 families).
- Consider how to best support the Toy Library with respect to its grant writing and forms associated with running events

Rationale

The Toy Library currently has just 32 annual memberships. Approximately 3 to 6 families attend per session (there are two sessions per week). The service has no Aboriginal members.

The service is likely among the most inexpensive in the country with a two-tier membership fee structure: \$10 per year; \$25 per year.

The representative works in a volunteer capacity and could benefit from support with promotion and administration of the service. Additionally, the service could use help with forms, applications, and grant writing. The recent community event, The Big Messy Play Day, was given as an example of where support with paperwork would be welcome.

The service is keen to further collaborate with other early years services and would welcome playgroups or similar sessions to be held in their new space. This might help with the promotion of the service.

Data source:

- Toy Library President

Finding 10: Transportation is a barrier to access

Recommendation

Accessible and affordable transportation to early years' services must be considered. This could include investigating bussing services for kindergarten access and possibly even free shuttle buses or taxi services for vulnerable families accessing appointments.

Rationale

Transportation has been identified as a potential barrier to accessing services.

As highlighted in Council's Integrated Transport Strategy 2020-2030, Central Goldfields Shire's 13,000 population are spread across small rural townships. The central area of Maryborough is where over 80% of jobs and most services are located. Currently, there are limited public transport services available. The local bus routes are complex, infrequent and counter-intuitive to rely on. For young families with multiple children, catching a bus to access services is a serious challenge.

The reliance on car ownership and use is also an issue. Given the median income for households is \$775 per week and 38% of families earn less than \$650 per week, costs associated with owning a car and fuel expenses significantly reduce a family's ability to access services. Many families on limited weekly budgets would be facing difficult decisions daily around whether they should purchase food or fuel.

School staff in the Every Child Every Chance survey indicated that some children used the town bus to go to school. If they did not have 50 cents on the morning of, they would not be able to come to school.

Additionally, as discussed elsewhere in this report, the Talbot Kindergarten service is underutilised due to its location (e.g. 1.5km south of Maryborough Central).

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Stakeholder comments:

"People were not getting to are those who do not access services, either for lack of transport or awareness of what's on offer, blended with previous bad experiences." - GoGoldfields Program Coordinator

"If resourcing wasn't an issue, then a pick-up service to take families where they need to go is what is needed." - Family Centre Service Leader

"For those clients that have a bit of a distance to travel, then that can be problematic to reach your appointments." – MCH

"The cost of fuel is really hard on families right now. We have families travelling...for one family it's a 40 minute drive both ways." – ECT

"Kids have to pay to take the town bus to school- this should be free. Its 50 cents each way. Some kids don't come to school because the family has run out of money to pay the bus fare." – School staff in Every Child Every chance data

Survey data:

20% of families indicated 'transport options/support' would support their child's transition from kindergarten to school – Every Child Every Chance

21% of families indicated they would use a 'community bus or ride-share system' to access services if it was free and easy to use – Every Child Every Chance

Data triangulation:

- Integrated Transport Strategy 2020-2030
- Service provider interviews
- Families survey data

Finding 11: Families lack a community space

Recommendation

The provision of a centrally located family-friendly space be considered in the early years infrastructure plan.

Rationale

Stakeholders commented on the lack of a community family-friendly space where families could come together.

The importance of having a safe and easily accessible place for families to gather and meet was highlighted in recent work carried out by the Centre from the Community Child Health (Moore, 2022). Moore highlights key features of effective integrated child and family service provision.

This included having a 'natural place for families with young children to go where they can meet and connect with other parents'. Other criteria included having space for family activities, including communal eating areas. It was also important that these spaces be inclusive, welcoming, and open to families at any time during opening hours (Appendix 5).

Data triangulation:

- Stakeholder consultation
- Research conducted by Tim Moore

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OUT OF SCOPE FINDINGS AND RECOMMENDATIONS

The research study aimed to cover the criteria within the project specification document. However, a number of other issues relevant to the design and delivery of early years services were highlighted throughout the work. The issues are mentioned separately from the main body of findings and recommendations, albeit with less detail.

Finding 12: Staffing early childhood education and care services is a challenge

Recommendations

- Develop a creative and effective attraction and retention strategy to recruit and maintain qualified early education and care workers.
- Build up a local casual pool. Identify local people and support them through accessing training. Additionally, there are a number of DET funded scholarships and financial incentives on offer to those looking to start in the ECEC sector.
- ECEC services consider appointing a role of 'inclusion champion'. A well-trained inclusion champion could work across services and serve as additional staffing support and help to
 - build the capacity of existing team members,
 - ensure consistent collection of assessments to pick up delays,
 - support centre teams to complete child mapping to identify children at risk, ensure adequate supports are in place and maintain up to date data on the inclusion needs of the area

Rationale

Staffing early childhood education and care services is a challenge nationwide, but it is felt more so in many regional communities. Central Goldfields is not excluded. The lack of qualified staff is the main reason why two in-demand kindergarten services are only open three days per week, thereby limiting the number of licensed kindergarten places to the community.

Current staff also report feeling overworked and pressured to work when sick because of the low number of reliable casuals available.

ECEC service leaders also noted that when a KIS educator is unable to work, there is no replacement. This has prompted the recommendation around an inclusion support champion – a flexible role that could work across services.

"If our KIS educator is unable to work, we don't get a replacement." – ECEC service provider

"There's nobody around. We had to close a session due to unwell staff last week. It doesn't happen to us too much (closing a room) but that's mainly because we come in and work when we're not well because we know getting a casual will be hard." – ECEC service provider

"If resourcing wasn't an issue, I'd have an extra person on top of what we've got, but someone with more experience in dealing with children from a trauma background and knowledge in dealing with challenging behaviours working with both groups. Someone with that skillset is really what we need." – ECT

"Finding casuals is hard...it's always hard to staff. YMCA use Macarthur Services but there's nobody around. We had to close a session due to unwell staff last week. It doesn't happen to us too much [closing a room]. That's mainly because we come in and work when we're not well because we know getting a casual will be hard." – ECT

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Finding 13: Family Day Care is maximally utilised, and there is an appetite for more childcare choice in the community

Recommendations

- Council considers expanding its FDC service, this would include expanding the coordinator in charge of administration and support
- Source funding to support the training of local educators in the community and support them in the fit out of the property
- As the fit-out is often a barrier for educators, Council may wish to consider unique models of delivery, including fitting out unused Council assets and having the FDC educators work from any such Council-owned buildings

Rationale

The demand for the Family Day Care service has outstripped supply. All Council FDC educators are full. Community Services indicated that the service could be expanded if funding was sourced to cover the cost of building fit-outs.

Several stakeholders shared that families would like better access to childcare, including having a choice of type of childcare. They cited families wanting access to smaller settings with fewer children than larger long day care environments. Comments in this vein included 'since COVID...'.

Community Services also noted that the FDC Coordinator was already at capacity in their role of providing administration and other support to educators.

"There is a real need for more support for Family Day Care educators. We need to support carers, give them PD, upgrade their facility and help them with maintenance." – Supported provider

"There is potential for more FDC- there is one in Avoca and one in Maryborough- one carer has returned to work after her premises were adjusted to meet requirements; there could be more provision if funded to meet building requirements." – Community Services

"There is a demand for family day care. Some families, especially since COVID, are looking for those smaller numbers environments. Just 4 kids is attractive to a lot of people, but the FDC providers are full." – MCH (speaking from her perspective as a parent)

"I know FDC is in high demand. The ladies [educators] are full, and I don't believe anything's being done to boost the number of FDCs in the community... Giving families childcare options should be supported, and I know many parents are looking for FDC over the larger centres, especially after COVID. There are definitely families looking for those smaller settings." – Service provider

Data Source:

- Stakeholder interviews

Finding 14: There are gaps in service provision, particularly specialist services

Recommendation

- Any early years' infrastructure plan should consider improving access to specialist services that families greatly need. The provision of a co-located collaborative model of service delivery which leverages inter-agency collaboration may support access to services as expensive infrastructure and scarce resources is shared between agencies.
- Allied and health agencies may wish to engage technology-based models to support access to specialist services (e.g. telehealth services).
- Young mothers and Aboriginal families were cited as groups that were challenging to engage. Therefore, a tailored and targeted approach to engaging these groups should be considered.

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Rationale
The high levels of disadvantage and vulnerability in the community are associated with a high level of need for services. All stakeholders discussed access to allied health and specialist services as an issue. There are long wait times, either a lack of or no access to a local specialist / service offering the necessary support, and there are no local NDIS practitioners.

This issue is intricately connected to that of undetected delays and lack of intervention. When wait times are long, or there are too many barriers to access the service, families find it an unsurmountable challenge and they are unlikely to persist in trying to attend an appointment.

Families with complex needs have to access support outside of Central Goldfields. Those that have the resources to do so, can access support in larger regional cities (e.g. Ballarat; Bendigo) or even travel to metropolitan Melbourne.

Stakeholders shared stories of the difference in outcomes for families who had the resources to seek support outside of Central Goldfields compared with those who did not. Without support, children and families struggle and face challenges that have detrimental knock-on effects. Principals discussed how children were arriving to school with complex issues and '18 months behind their peers'.

Specialist services cited in interviews included: audiology services, ear, nose and throat specialists, paediatricians, paediatric occupational therapists, paediatric counselling, mental health services, speech pathologists, the need for more doctors and family general practitioners, specific Aboriginal services, and case coordination. Many are not taking any new patients, and there are no specific Aboriginal services for families.

When asked about gaps in service provision and whether there was a group that was difficult to engage, stakeholders discussed the widespread level of vulnerability and disadvantage within the community. When pressed for a specific group, young parents below the age of 25 years and Aboriginal families were cited. With young parents, the MCH Parenting Support worker had a number of creative strategies for engaging this group.

"Our daughter needed her hearing checked. I was told it was an 8 month wait at Ballarat hospital, so I drove down to Melbourne and got an appointment 2 days later. For families that don't have the means to travel or who aren't educated, they just don't know so they sit and wait, and the early intervention just doesn't happen."

"The one OT I know of doesn't have the capacity to take on any more children."

"Even when we work with parents and support them to give that permission for additional services,, no-one is available to provide the service." – ECEC Area Manager

"Aboriginal and Torres Strait Islander community not openly identifying as such because they already exist within a vulnerable community that has high department of human service/child protection involvement and don't want to be "on the radar" anymore than they already are because of history and concerns around child removal." – ECEC service provider

"With mental health workers, we just can't access them... there's such a wait. There are the mental health care plans through the GP, but the parents say 'we've done that but I can't get in for 7 months'. Or if they're lucky, they might get in but then the follow up not for another 2 months." – Timor Principal

"Definitely Young Mums. We wouldn't see anyone under 25, but there's a lot of talk in town about teen pregnancies." – Supported playgroups

"The vulnerable young mothers wouldn't get the support they need or don't know what support was...it's so engrained that they probably feel like they're on their own or rely on their own mum. These are mothers with low literacy, trauma background or intellectual disabilities. There would be a gap in the services available to them." – MEC Principal

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- Data triangulation:
- Stakeholder interviews
 - Survey data
 - Desktop research

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Finding 15: Internet access is an issue in smaller towns

Recommendation

- Consider how internet access impacts the communication of health and education messaging with respect to promoting kindergarten and other services.
- Consider communication strategies that leverage the community's social media engagement.
- Advocate for improvements to internet connectivity infrastructure to facilitate reduced social isolation and improved service access

Rationale

Several stakeholders cited the poor internet services as an issue, particularly in the smaller outlying towns. This can have a number of adverse effects, as reduced internet access can limit community messaging around available services, health and wellbeing. It also presents an impediment to upskilling via online methods.

The issue was also cited in Central Goldfields Shire Council Plan. It was listed as a 'key challenge'.

Given the internet infrastructure is in the hands of telecommunication companies, Council may wish to lobby and advocate for improved service access.

The community was described as 'Facebook friendly', indicating that social media may be an effective way to communicate with families.

Mobile phone data was also discussed. One ECEC provider noted that to ensure families received their communications, they were cognisant to send messages early in the month when parents hadn't yet run out of data on their mobiles.

"Patchy internet in the outer areas makes it difficult for on-line delivery of such things as TAFE courses to assist the population in becoming "work-ready" (there is no local TAFE adult education provision). There is also an aging population which feels disconnected from much of the conversation." – GoGoldfields

"Digital connectivity is still a problem in the outlying towns. It needs attention in order to provide on-line services." – Council Wellbeing

"If we are texting information or sending something online, we make sure to do it at the start of the month to ensure parents haven't run out of data on their phones." – Roseberry Director

"We need to remove poor internet access as a barrier for learning. Adult learning online can give single moms the opportunities they need access to." – Timor PS Principal

"Access to internet is a huge one – some families don't have a computer so they are working off their phone. They come to the service so they can complete applications. Other families are out of credit for their phone month to month." – ECT

"I would like to see a massive improvement in the mobile phone coverage and quality plus an advancement in the internet speeds and quality." – Comment in CGS Council Plan, p 20.

Data sources:

- Central Goldfields Shire Council Health and Wellbeing Plan 2021-2025
- Central Goldfields Shire Council Plan 2021 – 2025
- Stakeholder interviews

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Finding 16: Central Goldfields lacks a welcoming and culturally inclusive space for Aboriginal families

Recommendation

- Increase Aboriginal community awareness around services on offer, how to access them, and why they are important
- Ensure Aboriginal families are well supported with respect to knowledge of services, referrals, accessing NDIS, and Centrelink for childcare subsidy.
- Facilitate internet / computer access to families
- Ensure any infrastructure design is culturally inclusive and Aboriginal families feel welcome

Rationale

The two Aboriginal community representatives spoke about barriers to accessing services. One main issue previously discussed in this report is awareness of available services and a lack of understanding of the importance of services. Other barriers discussed included filling out forms, navigating the service system – referrals, NDIS, Centrelink; families lacking confidence and even fear of institutions; and reliable computer and internet access. Transportation to Kindergarten was also cited as a barrier, and the short day was said to make it even more challenging. Also mentioned were kindergarten settings that have a uniform (e.g. polo with a logo). The KESO believed these were not required, but families could not afford them and felt uncomfortable without 'the look'.

It was noted that Aboriginal families have no cultural hub to gather in Maryborough. Bendigo and Ballarat's Rumbalara Aboriginal Co-operatives were an hour away. The KESO noted positive aspects of the cooperatives. These included a cultural space where Aboriginal people feel comfortable and can use their own language. Additionally, she noted that it would be ideal for specialists to see Aboriginal families in a centrally located place where Aboriginal people felt a sense of belonging.

The KESO praised GoGoldfields work for 'trying hard to break into the cohort'.

Data sources:

- Stakeholder interviews

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VISION OF EARLY YEARS SERVICE PROVISION

Central Goldfields early years' services stakeholders were asked several questions about early years' service delivery and infrastructure. From their viewpoint, they were asked to describe the best approach, key considerations, opportunities for enhanced collaboration, perceived gaps in service provision, and, if resourcing were no issue, what they believed was required to best meet the needs of children and families in the Shire.

The following is a list of main themes discerned from stakeholder consultation. These themes illustrate stakeholders' vision for early years' infrastructure in Central Goldfields.

Key considerations for early years' infrastructure, as identified by stakeholders:

- Highly collaborative and prioritise information sharing across services
- Ensure practitioners have a shared understanding of collaborative ways of working and engage in inter-professional learning and cultural awareness
- Be able to supply and / or connect families with the supports they need
- Be a physically co-located hub
 - o in a central area of Maryborough
 - o include MCH services, GoGoldfields, a kindergarten and childcare service, playgroups, speech pathology, and be able to accommodate specialists / visiting specialists' consult rooms
 - o serve as a 'one stop shop' for families
 - o provide an early years environment for young children and families – be a place where parents can go, where they can meet other families, and access services
- Have a clear governance structure with a robust framework around accountability
- Consider transport to services and appointments for vulnerable and disadvantaged families

The findings of the stakeholder consultation are supported by the Department's statement in the KISP, "The development of a larger, integrated early years facility which consolidates a number of existing services is more cost effective for rate-payers in the long run, more likely to improve teaching standards, increase consistency of supports and the level of expertise in supporting children affected by trauma and, if managed in partnership with the community, will also increase attendance and participation rates in early years services in the Shire." (p.12).

The stakeholder vision is further supported by recent research conducted and presented by the Centre for Community Child Health (Moore, 2022). Moore highlights the core care needs of vulnerable children and parents and describes how integrated child and family centres can work to effectively meet their needs (Appendix 5). The work underscores the importance of not simply providing buildings with services, rather there is an emphasis on relationships and providing the place and space for families to meet and connect. This echoes the sentiments of many stakeholders for their vision of an effective model of service delivery.

Stakeholders discussed the role of GoGoldfields as having a positive impact on the community and the connectedness of services. Stakeholders felt that GoGoldfields would be a natural fit to play an important role in the early years' infrastructure space going forward. Without being directly queried on it, several stakeholders discussed the importance of the work GoGoldfields is doing with respect to the five focus areas. Thus, it would seem the footings of a strong partnership framework are already well in place. Securing funding for the work to continue playing a key worker role with respect to the interconnectedness of the service ecosystem might be something the Council / the Expert Panel wish to prioritise.

Stakeholder comments expressing their vision for early years infrastructure in Central Goldfields:

"More support for our staff around speech and trauma informed practices and challenging behaviours that comes with that... and probably support with social and emotional regulation. Our educators are brilliant. They've learnt a lot from training, but they probably need more in family support...being able to support them more one on one. We try to go above and beyond, but I'm only one person." – ECT

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"I would think you would have well-trained staff who are equipped to know how to support children in this community. They would know how to best support children with trauma and speech issues in the room. There would be great partnerships with other services – and quality over quantity." – ECT

"If resourcing wasn't an issue, I would have a model where we had speech and allied health and paediatric register come to the kinder and provide therapy within session times or either side of it." – ECT

"It would make sense to me to consolidate it all into a brand-new, purpose-built facility where staff can work together and operate in a consistent manner. Have early childhood professionals (OTs speech, nurses) where you actually have a one place where those families can attend. It's fine to have The Nest which is well located but wouldn't it be better if it was part of a one stop, fits all where parents feel confident to attend and not be judged and it's accessible in the middle of the town?" – Principal

"I would have a purpose built, beautifully furnished early childhood and kinder space right in the middle of town that's fully staffed by well-trained people... a centre for young parents who would be able to go and not be judged... there would be awareness of ATSI perspectives and culture, they would understand the impacts of disability, kids would be early identified, and intervention would be in place so they could meet their milestones. Parents wouldn't be judged, and they would be able to walk in from anywhere in town and it would be a healthy environment for kids and families...parents would be supported. They would have someone they could ring and get advice and there would be parenting program." – Principal

"A Hub of support which ranged from allied health to social and emotional support to family services... basically a one stop shop so families can walk in and get the help they required whether that be help for them or the child... something like that could allow for a data base where the child story is captured... telling their story once and then everyone in the hub has the info that's needed...then when starting school the relevant information can be passed on." – Principal

"I would create a space within the Shire where there is basically an octagonal building that has a Paediatrician, OT, speechie, maternal nurse all in the one space. There are places like your pop-up shop where you've got all these people that come to a playgroup and observe children and they can make referrals on the spot and can see someone locally, so intervention happens early. So yes, playgroups set up where parents are connected and running regularly, and it's all happening locally, and they can access it." – Principal

"Providing those services...it would be a paediatrician, mental health workers, speech pathologists...there's a massive need for students who arrive with oral language deficiencies. Those sort of services and the support early on.

Ideally, from where I sit it would be a state of the art, birth to 6 school...if MEC had early childhood facilities, onsite kinder, it could be a one stop shop...the paediatrician could operate out of there, the health care workers...it's accessible for the families. The model that I've seen best was at Doveton College...adult learning was happening on site as well. They've won some awards. I'd make changes to that to...birth to year 6 facility all on one site at MEC and it has all of those links to the supports they need. One stop shop." – Principal

"What we absolutely need is personalised early intervention. The speech issues are identified too late, and there are no speechies available in any case. We need to get rid of the huge waitlists. It's important that it's not just a building – a building on its own won't do. We need to make sure families have good positive interactions with services. They have had bad experiences at school and other trauma, and parents fear judgement about their parenting. So we need good services, no waitlist, possibly a pick-up service to get children and families where they need to go." – Acting Coordinator ECEC Service

Regarding Governance and Accountability

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"I think early years infrastructure really needs to be overseen by one manager. I obviously regularly work with Council, and I can still get confused as to who is in charge of what. So being able to navigate how this is going to work and having a main point of contact, I think that's really important." – stakeholder identity withheld

"There is probably also a need for more visible accounting for allocation of resources. For example, it is not clear that the government readiness for school monies allocated to Kindergartens are always used in the most effective ways." – stakeholder identity withheld

"There needs to be more accountability regarding how monies are spent to make sure that the people in most need are getting support. It is not always clear how allocated funding is being used..." – stakeholder identity withheld

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Appendix 1: Kindergarten supply and demand, as determined in the KISP

Table 3

Kindergarten infrastructure and services plan, supply and demand analysis

LGA Level Estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated existing supply of kindergarten places	226	226	226	226	226	226	226	226	226
Total estimated demand for kindergarten places (three and four-year-old children)	244	253	258	263	267	284	287	289	291
Total kindergarten places that cannot be accommodated by existing services	18	27	33	37	41	58	61	63	65

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Appendix 2: Criteria for accessing Enhanced MCH Program

Criteria for program: families experiencing 2 or more of the following-

- mother/parent is less than 20 years of age
- infant/child is identified as being of Aboriginal or Torres Strait Islander descent and is not actively attending the UMCH program
- family is socially isolated (housing, cultural group, transport, unemployment)
- parent expresses and/or demonstrates poor attachment towards their infant/child
- mental health issue currently impacting parenting capacity
- substance abuse related issues currently impacting parenting capacity
- family violence currently impacting safety, parenting and infant/child development
- current intervention from Child Protection
- infant/child born with congenital abnormalities
- infant/child with complex growth, health and developmental issues
- concern on the part of the assessing nurse, or
- families who are not currently engaged with the UMCH program.

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Appendix 3: Kindergarten Service Utilisation and Groupings

Service Name	Operated by	Approved Places	Enrolments 2021	Enrolments 2022	Operation of service for 2022	Operation of service for 2023
Goldfields Family Centre Kindergarten (standalone)	CGSC	100	3-year-old 31 4-year-old 52	3-year-old 30 4-year-old 33 Council: 'At capacity' S&S: Agreed – group sizes already exceed optimum capacity of 22 children	Operates across 5 days Integrated groups 7.5-hour days over 2 days	Operates across 5 days Integrated groups 7.5-hour days over 2 days
Roseberry House Kindergarten (Integrated in a LDC service)	Private	70	3-year-old 13 4-year-old 19	3-year-old 2 4-year-old 11 Council: 'At capacity' S&S: Depending on the approved places figure allocated to Kinder, there is likelihood of additional capacity.	Operates across 5 days	Operates across 5 days
Dunally Kindergarten	YMCA	30	3-year-old 9 4-year-old 13	3-year-old 9 4-year-old 21 Council: 'At capacity' S&S: an additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for	Integrated group Mon, Tue, Thu 8.45am-1.45pm	Integrated 3YO & 4YO Program: Mon, Tue, Wed 8.15am - 3.45pm (3 groups) Group 1: Mon, Tue Group 2: Tue, Wed Group 3: Mon, Wed
Maryborough - A G Leech Kindergarten	YMCA	33	3-year-old 22 4-year-old 30	3-year-old 22 4-year-old 30 Council: 'At capacity' S&S: An additional 11 children can be accommodated for	3 YO Mon, Thu, Fri 9am-2pm 4 YO Tue, Wed 8.30-4pm	3YO program: Mon, Thu and Fri, 9am to 2pm (1.5 hours) 4YO program: Tues, Wed 8.30am to 4pm (1.5 hours)
Maryborough - Californian Gully Kindergarten	YMCA	29	3-year-old 4 4-year-old 18	3-year-old 15 4-year-old 29 Council: 'At capacity' S&S: An additional 7 children can be accommodated in the 3YO Program	4YO Mon, Tue 3 YO integrated Wed, Thu, Fri 4 YO Wed Thu, Fri	3YO program: Mon, Thu, Fri 9am-2pm 4YO program: Tue, Wed, 8.30am-4pm
Maryborough - T L Stone Memorial Kindergarten	YMCA	30	3-year-old 12 4-year-old 10	3-year-old 9 4-year-old 13 Council: 'At capacity' S&S: an additional group could be run on two remaining week days. Up to 30 additional children can be accommodated for	Integrated group Tues 9am - 2pm Wed 9am - 2pm Thu 9am - 2pm	Integrated 3YO & 4YO Program: Mon, Tue, Wed, Thu 9am-2pm (4 groups) Group 1: Tue, Wed, Thu Group 2: Mon, Wed, Thu Group 3: Mon, Tues, Thu Group 4: Mon, Tue, and Wed
Talbot – Back Creek Kindergarten	YMCA	25	1 registration received – Kindergarten did not open in 2021 2nd year kindergarten went into recession	3-year-old 5 4-year-old 8 Council: 22 -places available	Integrated group Wed, Thurs 8.30-4	3YO Program: Tue, Wed, Thu 8.30am – 1.30pm 4YO Program: Tue, Wed, Thu 8.30am – 1.30pm

8.0 APPENDICES

8.2 Appendix 2 - Needs Analysis

Semann & Slattery

Appendix 4: AEDC Central Goldfields

Table 4
AEDC Central Goldfields 2021, children developmentally vulnerable

Central Goldfields community	Number of children	Number and Percentage of children developmentally vulnerable (N (%))						
		Physical health and wellbeing	Social competence	Emotional maturity	Language and cognitive skills (school-based)	Communication skills and general knowledge	Vulnerable on one or more domains of the AEDC	Vulnerable on two or more domains of the AEDC
Australia	305,015	28,341 (9.8%)	27,788 (9.6%)	24,271 (8.5%)	21,107 (7.3%)	24,064 (8.4%)	63,264 (22.0%)	32,718 (11.4%)
Victoria	73,492	5,604 (8.1%)	6,253 (9.0%)	5,342 (7.7%)	4,993 (7.2%)	5,134 (7.4%)	13,777 (19.9%)	7,085 (10.2%)
Central Goldfields community	131	23 (19.3%)	18 (15.1%)	18 (15.1%)	24 (20.3%)	13 (10.9%)	40 (33.6%)	24 (20.2%)
Local Community								
Maryborough	82	15 (20.5%)	14 (19.2%)	11 (15.1%)	18 (24.7%)	9 (12.3%)	26 (35.6%)	17 (23.3%)

Appendix 5: Core features of effective integrated child and family centres

The following figure is an excerpt from recent research conducted by the Centre for Community Child Health and presented to Council by Dr Tim Moore (Moore, 2022, p6).

CORE FEATURES OF EFFECTIVE INTEGRATED CHILD AND FAMILY CENTRES

General features

- The primary feature is that the ICFC is a place within a local community that is a natural place for families with young children to go where they can meet and connect with other parents and children, and get access to a range of services.
- The ICFC provides a safe space for families to meet, using Working Together Agreements to set the standards.
- The ICFC is inclusive, welcoming families and children from all backgrounds, abilities and circumstances.
- The ICFC uses culturally-safe policies and practices.
- Parents are able to attend the ICFC at any time during opening hours.
- The ICFC should be easy for families to access, preferably not dependent upon cars to get there.
- The ICFC provides spaces for family activities, including a communal dining area.
- The ICFC is able to deliver a wide range of child and family services on site, the exact combination varying according to local needs.
- The ICFC has a shared vision and philosophy underpinning the program, based on a set of core practice principles.
- The ICFC has a clearly articulated practice framework that specifies the outcomes sought and how the programs provided achieves those outcomes.

Design, management and governance

- The core decisions regarding the location of the facility, the design of the building and the services to be provided are made in partnership with the families and community who will be using it.

- The formal governance of the ICFC also includes service-users.
- The ICFC has adequate and secure funding to ensure continuity of services.

Service options

- The ICFC provides a high quality early childhood education and care programs and a tiered system of support services to address additional child and family needs.
- The ICFC provides a range of individual and group parenting programs that seek to build parenting capabilities and enable parents to provide positive home learning and care environments.
- The ICFC provides core health services, including maternal and child health, dental, and nutrition services.
- The ICFC is based on a universal service model with tiered systems of support for children and families with unique and/or additional needs (and uses tools for identifying child developmental concerns and family functioning concerns).
- The ICFC provides access to other services, including mental health services, financial counselling and housing services.
- The ICFC has a close working relationship with services that ensure safety for children and families (child protection and family violence services).
- The ICFC is available to families from the time of the child's birth, but could also include antenatal support, with a view to integrating antenatal, perinatal and postnatal services as much as possible.

Staffing

- Staff use relational and family-centred practices, and have appropriate training and ongoing support in their use.
- Clinical supervision is provided for staff and opportunities for reflective practice provided.
- Multidisciplinary staff teams involving ICFC staff and professionals from other agencies work in partnership to provide integrated holistic support for families.
- The ICFC has strong leadership to ensure a common inclusive philosophy and practice, authentic partnerships with families and harmonious working relationships between practitioners.
- Members of the community are engaged and trained as co-workers.
- The ICFC has an outreach service to find and build relationships with families who are isolated, marginalised or not connected with services.

8.0 APPENDICES

8.3 Appendix 3 - Community Consultation

Semann & Slattery

Draft 17/11/22

Central Goldfields Community Consultation

November, 2022

While more information may be forthcoming, visits and conversations by the SS team suggest that:

There is general support for an integrated services hub in Maryborough, with the caveats that:

- More needs to be done to provide speech pathology and associated mental wellbeing support to the larger community; stories of one to two-year waiting lists were common, a circumstance seriously impinging on young children's health, well-being and future school success.
- At least one additional large child-care centre needs to be built, noting in particular, the current shortage of places and the incoming requirement for 30 hours of preschool as well as three year-old Kinder.
- Current services need substantial renovation or rebuilding to enable safe and productive quality provision of early childhood education and care (one respondent said that California Gully is "a falling-down asbestos building" and another said that Leech should be bull-dozed in order to start over). Resourcing was also constantly mentioned as an issue- with relation to indoor furniture, books and other educational materials as well as the need for major upgrades of outdoor education settings.
- Steps need to be taken to extend funding for The Nest which is currently offering many supports, although sometimes 'drop-ins' are discouraged by the closed door and/or meetings being held there.
- A mobile service might support areas such as Carisbrook, with no early childhood provision.
- A street-front information centre such as the Parent space in Ballarat, could provide information about multiple resources without the need to be 'seen' asking for the psychologist (or other support, which is potentially damaging in a small tone), ideally with telephone access to 24/7 support - as a range of people commented how difficult it was to know where to go or who to ask for specific child-raising questions/concerns.

People were very supportive of the work by Go Goldfields, the libraries and the supported playgroups. Appropriate facilities are an issue as well as geographic accessibility.

Strong feelings were expressed about the need for greater recognition of the Aboriginal (and/or Torres Strait islander) communities. There seems to be serious under-reporting of the number of Aboriginal families in the area (eg. Note that there are approx. 65 Aboriginal children in the Maryborough Education Centre, and their families are scattered around the area.) Not all are vulnerable or disadvantaged, and there is not one vocal association to represent this important group, but Ballarat District Aboriginal Coop is able to assist in conversations with locals about the potential shape of a separate (visibly identified with artworks -paintings and sculpture by local artists) identified space which could be part of the new precinct to attract families, but physically distinct to enable trust to be established over time. An Aboriginal Coordinator would be key to the success of such an initiative.

Dunolly is benefitting from a very successful supported playgroup, Kindergarten and library. Further support is needed to extend library hours and offerings (eg lap-time and toddler story time). The possibility of an attached multi-purpose site was raised, to enlarge the library and enable use by visiting specialists, parent drop-ins, and other community groups. For example, there were suggestions for holiday and after-school provision of five or six week offerings of such things as gymnastics, cricket, soccer, crafts, book-making.

1

Clearly, the presence of university-qualified early childhood teachers is a key factor in quality provision. Steps need to be taken to both support current staff (eg professional development in manageable formats, including provision for mentorship by the more experienced staff) and to develop local career pathways alongside employment initiatives.

There was not specific feedback from adults or children with disabilities, although disadvantage and special characteristics were clearly evident. It was noted that any renovation or building needed to include wide doors and corridors for wheelchairs and large strollers, as well as signage for the partially sighted.

Transport challenges were raised in relation to access to medical appointments and supportive networks, including attendance at swimming lessons.

In addition to earlier interviews, consultations were undertaken with approx. 30 people:

- Patricia Ipsen and two parents of very young children at Maryborough library lap-time
- Four drop-in parents at The Nest
- Three local Aboriginal community members (DjaDja Wuring also contacted by phone)
- Three staff at the Family Centre (visited the site)
- Director at Roseberry House (visited the site- other directors contacted by phone)
- Live conversations with two school Principals (others contacted by phone)
- Six parents at Salvation Hall supported playgroup
- Ten parents at Dunolly supported playgroup (as well as the two staff and on-leave educator)

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8.0 APPENDICES

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

Score	1	Site or Conditions are not suitable. Complexity is High.
	2	Site or Conditions are less than ideal. Complexity is High.
	3	Site or Conditions are adequate. Complexity is neutral.
	4	Site or Conditions are somewhat ideal. Complexity is Low.
	5	Site or Conditions are ideal. Complexity is Low.

Site Evaluation Criteria	Options	Kinder 1	Kinder 2	Kinder 3	Kinder 4	Kinder 5	Kinder 6
	Location	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot
1. Site Features							
Criteria							
1.1 Site Size	SCORE	3	5	5	5	1	3
	COMMENTS	Current built size: 950m2 approx Outdoor Space: 620m2approx Total Site (inc. carpark, maternal health and toy library): 3520m2	Current built size: 180m2 approx Outdoor Space: 1230m2approx Total Site: 1430m2	Current built size: 180m2 approx Outdoor Space: 880m2approx Total Site: 1430m2	Current built size: 219m2 approx Outdoor Space: 890m2approx Total Site: 1270m2	Current built size: 219m2 approx Outdoor Space: 640m2approx Total Site: 580m2 (outdoor area not included - sits on separate site)	Current built size: 164m2 approx Outdoor Space: 320m2approx Total Site: 900m2
1.2 Solar Access	SCORE	2	4	5	3	3	3
	COMMENTS	Long hallways, poor orientation and site arrangement + domestic sized windows create dark rooms.	Relatively well oriented kinder room is East facing and protected from western sun by kitchen, office, bathrooms.	Large window banks in kinder room. Relatively well oriented kinder room is East facing and protected from western sun by kitchen, office, bathrooms.	Kinder room is North-west facing. Deep eaves protect kinder room from western sun but spaces are poorly lit.	Kinder room is North East facing providing the kinder good lighting. Minimal windows.	Kinder room is North East facing providing the kinder good lighting. Minimal windows.
1.3 Cross Ventilation	SCORE	1	3	3	4	3	4
	COMMENTS	Poor to no cross ventilation due to building arrangement/orientation	Rooms to west block cross ventilation of kinder but some ventilation gained by north and east facing windows.	Rooms to west block cross ventilation of kinder but some ventilation gained by north and east facing windows.	Kinder room has windows on both north and south side creating good cross ventilation - when windows are open.	Kinder room has minimal windows on south side but some ventilation gained by north and east facing windows.	Kinder room has windows on both north and south side creating good cross ventilation - when windows are open.
1.4 Suitability of street location	SCORE	4	4	4	4	4	4
	COMMENTS	Centrally located two blocks east of the activity centre. Bound by the B180 Pyrenees Hwy (Tuaggra St).	Well located to support its community. Located two blocks west of activity centre within residential zone.	Located on South West End of Maryborough. Not close to the activity centre but services the lower part of Maryborough.	Located in the North of Maryborough. Not close to the activity centre but services the upper part of Maryborough.	Centrally located two blocks east of the activity centre. Just off the B180 Pyrenees Hwy (Tuaggra St).	Well located to support its community. Located one block east of activity centre within township zone.
1.5 Impact on Neighbours	SCORE	3	4	4	4	4	5
	COMMENTS	Neighboured by a supermarket, repco and petrol station. All under commercial zoning including kinder.	Neighboured by residential housing buffered by large back gardens to all sides. Residential Zoning.	Neighboured by residential housing buffered by large back gardens to all sides. Residential Zoning.	Surrounded by residential housing and backs on to disused oval. Residential Zoning.	Backs onto disability services and tennis courts. Zoned for mixed use and outdoor spaces sites within	Shared boundary with residential home and empty block.
1.6 Impact on Traffic	SCORE	3	4	4	4	5	4
	COMMENTS	Located along B180 Pyrenees Hwy (Tuaggra St). Existing traffic - low impact.	Low impact on traffic. No parking may cause traffic peak during drop off and pick up hours.	Low impact on traffic. No parking may cause traffic peak during drop off and pick up hours.	Low impact on traffic. No parking may cause traffic peak during drop off and pick up hours.	Service road services kinder creating very low impact on traffic.	Low impact on traffic. No parking may cause traffic peak during drop off and pick up hours.
1.7 Parking Options	SCORE	4	2	2	2	2	2
	COMMENTS	Onsite carparking. No drop off zone.	No onsite parking. Residential street affords street parking.	No onsite parking. Residential street affords street parking.	No onsite parking. Residential street affords street parking.	No onsite parking. Service road and residential street affords street parking.	No onsite parking. Service road and residential street affords street parking.
1.8 Capacity for upgrade or expansion	SCORE	1	5	5	5	1	2
	COMMENTS	No capacity for expansion.	On large block with well over recommended outdoor space to place ratio. Small community means unnecessary to expand for kinder but will allow additional rooms be built for onsite services and staff spaces.	On large block with well over recommended outdoor space to place ratio - room for expansion.	On large block with well over recommended outdoor space to place ratio - room for expansion.	No capacity for expansion.	Minimal Capacity for expansion.
	Total out of 40	21	31	32	31	23	27

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8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

Score	1	Site or Conditions are not suitable. Complexity is High.
	2	Site or Conditions are less than ideal. Complexity is High.
	3	Site or Conditions are adequate. Complexity is neutral.
	4	Site or Conditions are somewhat ideal. Complexity is Low.
	5	Site or Conditions are ideal. Complexity is Low.

Site Evaluation Criteria	Options	Kinder 1	Kinder 2	Kinder 3	Kinder 4	Kinder 5	Kinder 6	
	Location	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot	
2. Connectivity								
Criteria								
2.1	Catchment to be serviced and current capacity	SCORE						
		COMMENTS	2022 Enrolments: 3-year-old 30 4-year-old 33. 63 total over 2 sessions. Space is minimum - at capacity. Operates across 5 days Integrated groups 7.5-hour days over 2 days	2022 Enrolments: 3-year-old 9 4-year-old 21. 30 total - at capacity. 2023 model: Integrated 3YO & 4YO Program: Mon, Tue, Wed 8.15am - 3.45pm (3 groups) Group 1: Mon, Tue Group 2: Tue, Wed Group 3: Mon, Wed	2022 Enrolments: 3-year-old 22 4-year-old 30. 52 total - at capacity. 2023 Model: 3YO program: Mon, Thu and Fri, 9am to 2pm (15 hours) 4YO program: Tues, Wed 8.30am to 4pm (15 hours)	2022 Enrolments: 3-year-old 15 4-year-old 29. 44 Total - at capacity. 2023 Model: 3YO program: Mon, Thu, Fri 9am-2pm 4YO program: Tue, Wed, 8.30am-4pm	2022 Enrolments: 3-year-old 9 4-year-old 13. 22 Total - at capacity. 2023 model: Integrated 3YO & 4YO Program: Mon, Tue, Wed, Thu 9am-2pm (4 groups) Group 1: Tue, Wed, Thu Group 2: Mon, Wed, Thu Group 3: Mon, Tues, Thu Group 4: Mon, Tue, and Wed	2022 Enrolments: 3-year-old 5 4-year-old 8 2023 Model: 3YO Program: Tue, Wed, Thu 8.30am – 1.30pm 4YO Program: Tue, Wed, Thu 8.30am – 1.30pm
2.2	Proximity to other like services	SCORE	5	3	3	3	5	3
		COMMENTS	Within 500m of Maryborough District Health Service, The Nest, Library and TL Stone Kinder. Neighbouring by supermarkets.	Well located to service community - community does not have services available in town to support children. Dunnolly residents travel to Maryborough for Maternal Health, Library etc.	Well located to service lower Maryborough area but means it is further away from existing services	Well located to service upper Maryborough area but means it is further away from existing services	Within 500m of Maryborough District Health Service, The Nest, Library and Central Goldfields Kinder + Toy Library and Maternal Health.	Well located to service community - community does not have services available in town to support children. Talbot residents travel to Maryborough for Maternal Health, Library etc.
2.3	Active transport options	SCORE	1	3	3	1	1	3
		COMMENTS	There are currently no protected or marked bike paths along Tuaggra St or its connecting streets. Footpaths are not wide enough to be shared.	There are currently no protected or marked bike paths along Mauve St or its connecting streets. Footpaths are wide enough to be shared.	There are currently no protected or marked bike paths along Alma St or its connecting streets. Footpaths are wide enough to be shared.	There are currently no protected or marked bike paths along Wills St or its connecting streets. Footpaths are not wide enough to be shared.	There are currently no protected or marked bike paths along Lake Rd or its connecting streets. Footpaths are not wide enough to be shared.	There are currently no protected or marked bike paths along Fyfe St or its connecting streets. Footpaths are wide enough to be shared.
2.4	Public transport options	SCORE	3	1	3	3	3	1
		COMMENTS	Bus Stop within 500m. Number 4 bus runs once every hour.	No public transport options - rural town. Town is small enough and kinder centrally located means there is a maximum 15min walk to anywhere in town.	Bus Stop within 500m. Number 1 bus runs once every hour.	Bus Stop within 500m. Number 2 bus runs once every hour.	Bus Stop within 500m. Number 4 bus runs once every hour.	No public transport options - rural town. Town is small enough and kinder centrally located means there is a maximum 15min walk to anywhere in town.
	Total out of 20		9	7	9	7	9	7

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8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

Score	1	Site or Conditions are not suitable. Complexity is High.
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Site Evaluation Criteria	Options	Kinder 1	Kinder 2	Kinder 3	Kinder 4	Kinder 5	Kinder 6
	Location	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot
3. Amenity							
Criteria							
3.1 Available facilities	SCORE	3	4	4	4	2	2
	COMMENTS	The centre currently includes: 4 long day care rooms, 1 kinder room, 5 offices, 1 family room, 1 meeting room and 4 maternal health consult rooms plus kitchens, storage and bathrooms to support each program.	The centre currently includes: 1 large kinder room, 2 offices (1 sign in, 1 staff) 2 stores (1 for classroom, 1 for cubby store) and kitchens/bathrooms to support staff and kinder.	The centre currently includes: 1 large kinder room and 1 smaller kinder room, 1 office (sign in) 2 stores (1 for classroom, 1 for cubby store) and kitchens/bathrooms to support staff and kinder.	The centre currently includes: 1 large kinder space, 1 large office/store, 1 small office + sign in and kitchens/bathrooms to support staff and kinder.	The centre currently includes: 1 large kinder space, 1 entry sign in, 1 cubby store, 1 office and kitchen, bathrooms and storage to support kinder. Staff do not have their own bathroom.	The centre currently includes: 1 large kinder space, 1 entry sign in space, 1 office, 1 store room and kitchen and bathrooms to support kinder. There are minimal bathrooms and staff spaces.
3.2 Size and quality of spaces	SCORE	2	4	3	1	1	2
	COMMENTS	Only meeting the minimum space to place ratio both internally and externally.	Kinder is well planned and kinder room meets minimum size requirements. Additional spaces for staff and services to visit would further enhance the kinder.	Aged building however space has good quality - natural lighting, timber floorboards, well organised. Kinder is too small for recommended sqm to child ratio.	Aged building in poor condition. Kinder is too small recommended sqm to child ratio.	Aged building in poor condition.	Kinder although less aged than others is cheaply built and provides average quality spaces.
3.3 Operations and administration areas	SCORE	1	3	2	1	1	1
	COMMENTS	No Administration space.	Minimal admin spaces.	Sign in office only.	Sign in office only	No administrative spaces	No administrative spaces
3.4 Ongoing maintenance and operating costs / demands	SCORE	1	3	1	1	1	1
	COMMENTS	Childcare centre is made up of multiple additions to an existing 1998 building. None of the buildings are of a high quality and repair/renewal costs are approx. \$3,234,396.	Kinder building is an older building (1950) however spatial set out and kinder space are appropriate for the kinder numbers in this community - smaller due to town location. Renewal costs are estimated: \$948,095	Kinder is an older building (1970) however spatial set out is appropriate for the kinder. The internal space is too small for the number of children serviced and not enough staffing spaces. Renewal costs: \$921 565.00	Kinder is an older building (1960) that is not fit for purpose. The internal space is too small for the number of children serviced and not enough spaces for storage and staff. Renewal costs: \$855 108.00	Kinder is an older building (1957) that is not fit for purpose. The internal space is too small for the number of children it is approved to service and there are not enough spaces for storage or staff. Renewal costs: \$837 310.00	Kinder is a 1994 building that provides minimum requirements for kinder. The internal space meets current demand but will not meet demand if enrolmentns expand. Renewal cost: \$705 511.00
	Total out of 20	7	14	10	7	5	6

8.0 APPENDICES

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

Score	1	Site or Conditions are not suitable. Complexity is High.
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	4	Site or Conditions are somewhat ideal. Complexity is Low.
	5	Site or Conditions are ideal. Complexity is Low.

Site Evaluation Criteria	Options	Kinder 1	Kinder 2	Kinder 3	Kinder 4	Kinder 5	Kinder 6
	Location	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot
4. Functional suitability							
Criteria							
4.1 Capacity to meet the needs of users	SCORE	1	3	1	1	3	3
	COMMENTS	Due to high level of children with additional needs within the Maryborough area Semann Slattery have recommend capping class sizes to 22 places and at a minimum providing internal floor space of 5sqm per child. This kinder currently can not accommodate this without reducing numbers.	Due to Dunolly's smaller population the kinder's smaller size is more appropriate for the number of children who attend it. It does not however include long day care and is limited in hours (5hrs per day 3 days a week) - making it unuseful for parents with full time work.	Due to high level of children with additional needs within the Maryborough area Semann Slattery have recommend capping class sizes to 22 places and at a minimum providing internal floor space of 5sqm per child. This kinder currently can't accommodate this without adding additional days.	Due to high level of children with additional needs within the Maryborough area Semann Slattery have recommend capping class sizes to 22 places and at a minimum providing internal floor space of 5sqm per child. This kinder currently can't accommodate this without adding additional days.	Due to high level of children with additional needs within the Maryborough area Semann Slattery have recommend capping class sizes to 22 places and at a minimum providing internal floor space of 5sqm per child. This kinder currently accommodates this based on lower enrolment numbers.	Due to Talbot's smaller population the kinder's smaller size is more appropriate for the number of children who attend it. It does not however include long day care and is limited in hours (5hrs per day 3 days a week) - making it unuseful for parents with full time work.
4.2 Capacity to meet the needs of users from vulnerable and/or disadvantaged families, children with disabilities, etc	SCORE	1	3	1	1	2	2
	COMMENTS	Due to demand for places kinder is currently over capacity and can not meet the needs of disadvantaged children.	Due to Dunolly's smaller population the kinder's smaller size does not exclusively meet the needs of vulnerable / disadvantaged children but this kinder has been recognised by its community for providing high quality early years education.	Due to demand for places kinder is currently over capacity and can not support additional needs and is not accessible.	Due to demand for places kinder is currently over capacity and can not support additional needs and is not accessible.	A smaller kinder with a small intake meaning it is meeting the suggested capacity by Semann Slattery. Age of building does not support additional needs and is not accessible.	A smaller kinder with a small intake meaning it is meeting the suggested capacity by Semann Slattery. Age of building does not support additional needs and is not accessible.
4.3 Capacity to meet the needs of staff	SCORE	2	2	1	1	1	1
	COMMENTS	There are no collaborative staff spaces and staff spaces generally are not big enough. Not enough space for the Maternal Health Team.	There are no collaborative staff spaces and staff spaces generally are not big enough.	There are not enough spaces for staff in this facility.	There are not enough spaces for staff in this facility.	There are not enough spaces for staff in this facility.	There are not enough spaces for staff in this facility.
4.4 Outdoor Spaces	SCORE	2	5	5	5	3	3
	COMMENTS	Outdoor spaces are irregular in shape due to wrapping around the building. Views to play areas are skewed by building layout. Steel mesh + timber fencing to perimeter.	This kinder has well above the recommended amount of outdoor space per child. Toilet can be accessed from outdoor space.	This kinder has well above the recommended amount of outdoor space per child. Toilet can be accessed from outdoor space.	This kinder has well above the recommended amount of outdoor space per child. Toilet can be accessed from outdoor space.	This kinder has well above the recommended amount of outdoor space per child. Toilet can be accessed from outdoor space. Outdoor space does not belong to site.	This kinder has above the recommended amount of outdoor space per child. Toilet can be accessed from outdoor space.
	Total out of 20	6	13	8	8	9	9

8.0 APPENDICES

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

Score	1	Site or Conditions are not suitable. Complexity is High.
	2	Site or Conditions are less than ideal. Complexity is High.
	3	Site or Conditions are adequate. Complexity is neutral.
	4	Site or Conditions are somewhat ideal. Complexity is Low.
	5	Site or Conditions are ideal. Complexity is Low.

Site Evaluation Criteria	Options	Kinder 1	Kinder 2	Kinder 3	Kinder 4	Kinder 5	Kinder 6
	Location	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot
5. Future Proof							
Criteria							
5.1 Ability to accommodate changes in use	SCORE	1	5	5	5	1	3
	COMMENTS	Layout of facility, site size and quality of spaces does not afford much flexibility to adapt floor plan.	Due to large site size kinder can easily be extended.	Due to large site size kinder can easily be extended.	Due to large site size kinder can easily be extended.	Heritage overlay and small site size limits capacity for this kinder to be updated or expanded.	Heritage overlay may limit capacity for updates / expansion.
5.2 Co-located services	SCORE	5	3	3	3	5	3
	COMMENTS	Maternal Health and Toy library shares site with Centre. Close to supermarkets, library and the Nest.	Due to small township limited services are close by. Addition of space for services to visit on site would help this.	This kinder is further away from activity centre and therefore services. However location services lower part of Maryborough.	This kinder is further away from activity centre and therefore services. However location services upper part of Maryborough.	Maternal Health and Toy library are located on nearby Central Goldfields kinder site. Close to supermarkets, library and the Nest.	Due to small township limited services are close by. Addition of space for services to visit on site would help this.
5.3 Environmental impact	SCORE	3	5	5	5	5	1
	COMMENTS	Kinder is located close to a petrol station and main road.	Located within residential zoning.	Located within residential zoning.	Located within residential zoning.	Located on edge of large park/recreational zoning.	Currently zoned with - Erosion Management Overlay and Designated Bushfire Prone Areas
	Total out of 15	9	13	13	13	11	7

	Goldfields Family Centre Kindergarten (standalone)	Dunolly Kindergarten	AG Leech Kindergarten - Maryborough	Californian Gully Kindergarten - Maryborough	T L Stone Memorial Kindergarten - Maryborough	Back Creek Kindergarten - Talbot
Total Evaluation out of 115	52	78	72	66	57	56

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LEGEND

- FULFILLS CRITERIA
- PARTLY FULFILLS CRITERIA
- DOES NOT FULFILL CRITERIA

8.5 Appendix 5 - Scenario Mapping

Public Realm Lab

Scenario	Site									Key Criteria					Financial	Comments		
	Maryborough					Dunolly	Talbot	Additional	Additional	1	2	3	4	5	Financial Investment	Pros	Cons	Risks
	Integrated Hub	Goldfields Family Centre Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten (new)	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to Operations	Equity for all children	Room to Grow				
B	2x Kindergarten 2x Long Day Care	New Infrastructure	Renew	New Infrastructure	Renew	Renew	Renew	1x Kindergarten 1x Long Day Care	VSBA Kindergarten at MEC site 3x Kindergarten	●	●	●	●	●	CAPITAL COST \$22,237,480 SALES 2 Sites PURCHASE 1 Site	<ul style="list-style-type: none"> - Californian Gully is decommissioned and replacement is close to original site - New hub require less kindergarten rooms 	<ul style="list-style-type: none"> - Kindergarten on School Site (against community advice) - Goldfields Family Centre Closes down (newest kindergarten) 	<ul style="list-style-type: none"> - Must acquire two funding grants
H	3x Kindergarten 2x Long Day Care	MCH moves to Hub, No Kindergarten ALL Long Day Care	Renew	New Infrastructure	Renew	Renew	Renew	1x Kindergarten 1x Long Day Care	VSBA Kindergarten at MEC site 3x Kindergarten	●	●	●	●	●	CAPITAL COST \$24,784,465 SALES 2 Sites PURCHASE 2 Sites	<ul style="list-style-type: none"> - Hub replaces existing kindergarten in central location - No new sites need to be acquired 	<ul style="list-style-type: none"> - Kindergarten on School Site (against community advice) - New Hub and Newest Existing Kindergarten (GFC) within 1min of each other - Down a kindergarten whilst Hub is built 	<ul style="list-style-type: none"> - Must acquire two funding grants - Risk of under servicing areas of Maryborough
A	2x Kindergarten 2x Long Day Care	Renew	Renew	Renew	Renew	Renew	Renew	1x Kindergarten 1x Long Day Care	-	●	●	●	●	●	CAPITAL COST \$18,976,881 SALES Nil PURCHASE 1 Site	<ul style="list-style-type: none"> - Minimal Cost - Utilises All Existing Buildings 	<ul style="list-style-type: none"> - Heavily interrupts all kindergarten programs - Some kindergartens are viewed as beyond repair presently 	<ul style="list-style-type: none"> - If renovations take longer than planned kindergarten is disrupted for longer - Gap in outcomes between existing and new kindergarten
C	3x Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	Renew	New Infrastructure	Renew	Renew	Renew	1x Kindergarten 1x Long Day Care	-	●	●	●	●	●	CAPITAL COST \$19,621,774 SALES 1 Site PURCHASE 1Site	<ul style="list-style-type: none"> - Californian Gully is decommissioned - Goldfields Family Centre is Retained - Lower price range - No requirement for secondary site 	<ul style="list-style-type: none"> - Californian Gully is consolidated into Hub - issue of location (review catchment data) 	<ul style="list-style-type: none"> - 5/6 kindergartens require renovations - If renovations take longer than planned kindergarten is disrupted for longer - Gap in outcomes existing and new - Under servicing areas of Maryborough

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LEGEND

- FULFILLS CRITERIA
- PARTLY FULFILLS CRITERIA
- DOES NOT FULFILL CRITERIA

8.5 Appendix 5 -Scenario Mapping

Public Realm Lab

Scenario	Site									Key Criteria					Financial	Comments		
	Maryborough					Dunolly	Talbot	Additional	Additional	1	2	3	4	5	Financial Investment	Pros	Cons	Risks
	Integrated Hub	Goldfields Family Centre Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten (new)	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to Operations	Equity for all children	Room to Grow				
D	3x Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	Renew	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten 1x Long Day Care	-	●	●	●	●	●	CAPITAL COST \$18,784,465 SALES 2 Sites PURCHASE 1 Site	<ul style="list-style-type: none"> - Californian Gully + TL Stone is decommissioned - Goldfields Family Centre is Retained - Lower price range 	<ul style="list-style-type: none"> - Californian Gully is consolidated into Hub - issue of location (review catchment data) 	<ul style="list-style-type: none"> - Risk of under servicing areas of Maryborough if Californian Gully moves to centre - possible gap in outcomes between existing and new - TL Stone moves to GFC - run by different parties
E	3x Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	New Infrastructure	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten 1x Long Day Care	1x New Kindergarten in South-West Maryborough OR Family Childcare	●	●	●	●	●	CAPITAL COST \$25,362,900 SALES 3 Sites PURCHASE 3 Sites	<ul style="list-style-type: none"> - Dec-omissions all older buildings - Goldfields Family Centre is retained - Interruptions are minimal - Multiple new locations lowers risk of quality gap 	<ul style="list-style-type: none"> - Expensive - Requires purchase of two sites - Californian Gully is consolidated into Hub - issue of location (review catchment data) 	<ul style="list-style-type: none"> - Risk of under servicing areas of Maryborough if Californian Gully moves to centre - Must acquire two funding grants - TL Stone moves to GFC - run by different parties
F	No Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	Renew	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten 1x Long Day Care	VSBA Kindergarten at MEC site 3x Kindergarten	●	●	●	●	●	CAPITAL COST \$20,809,465 SALES 2 Sites PURCHASE 2 Site	<ul style="list-style-type: none"> - Californian Gully is Decom and replacement is close to original site - Hub is minimised without need for kindergarten and free location - Consolidates TL Stone to GFC similar locations 	<ul style="list-style-type: none"> - Kindergarten on School Site (against community advice) - No kindergarten at centralised site 	<ul style="list-style-type: none"> - Must acquire two funding grants - TL Stone moves to GFC - run by different parties
G	2x Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	New Infrastructure	New Infrastructure	Renew	Renew	Renew	1x Kindergarten 1x Long Day Care	1x New Kindergarten in South-West Maryborough OR Family Childcare	●	●	●	●	●	CAPITAL COST \$20,200,209 SALES 3 Sites PURCHASE 2 Sites	<ul style="list-style-type: none"> - Californian Gully + AG Leech is decommissioned - Goldfields Family Centre is Retained 	<ul style="list-style-type: none"> - Californian Gully is consolidated into Hub - issue of location (review catchment data) 	<ul style="list-style-type: none"> - 2 new kindergartens to be built if family childcare cant cover numbers - Must acquire two funding grants

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LEGEND

- FULFILLS CRITERIA
- PARTLY FULFILLS CRITERIA
- DOES NOT FULFILL CRITERIA

8.5 Appendix 5 -Scenario Mapping

Public Realm Lab

Scenario	Site									Key Criteria					Financial	Comments		
	Maryborough					Dunolly	Talbot	Additional	Additional	1	2	3	4	5	Financial Investment	Pros	Cons	Risks
	Integrated Hub	Goldfields Family Centre Kindergarten	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten (new)	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to Operations	Equity for all children	Room to Grow				
I	4x Kindergarten 2x Long Day Care	New Infrastructure	Renew	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten 1x Long Day Care	1x New Kindergarten OR Family Childcare	●	●	●	●	●	CAPITAL COST \$20,050,171 SALES 3 Sites PURCHASE 2 Site	- Hub replaces existing kindergarten in central location - Californian Gully is decommissioned and replaced in suitable location -Consolidates TL Stone to GFC similar locations	- Down a kindergarten whilst Hub is built - Goldfields Family Centre is Decom	- Mega Hub - can 4 kindergarten rooms within hub be staffed adequately? - Must acquire two funding grants - 2 new kindergartens must be built. if family childcare is not an option - additional costs.
J	2x Kindergarten 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	Renew	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten 1x Long Day Care	New Kindergarten on DET site	●	●	●	●	●	CAPITAL COST \$23, 234, 464 SALES 2 Sites PURCHASE 1Site	- No new sites need to be acquired - Californian Gully is decommissioned and replaced in suitable location -Consolidates TL Stone to GFC similar locations	- Expensive	- TL Stone moves to GFC - run by different parties - Must acquire two funding grants

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8.6 Appendix 6 - Project Precedents

Winanga-Li Aboriginal Child and Family Centre Gunnedah

by Dillon Kombumerri and Cathy Kubany with NSW Government Architect's Office

The centre is named Winanga-Li, a Kamilaroi word meaning to hear, to listen, to remember. Reflecting this ethos the centre provides an early start diagnosis service with access to a range of specialists; it serves the Indigenous and mainstream community. The service includes parent education, family support, health programs, cultural programs and referral to specialist services. The childcare centre is similarly open to the general public however it also incorporates traditional language and culture.

Winanga-Li's plan form took shape from reference to the Wallaby Trap, a landscape element beneath Porcupine Hill, which features in local Indigenous history. The topography of sacred hills erupting from the surrounding plains nearby has been reflected in roof forms and exterior building colour. The entry forecourt encloses an existing tree which harbours a yarning circle. The central social and information community hub forms the main entry and is located between the childcare and family health facilities. The building is oriented north, overlooking dressage arenas located next to the showground and a community garden.

Key Features:

- Community Gathering Space
- Yarning Circle
- Family Health (4 consult rooms + 1 training/program room)
- 3 Early Years Childcare rooms

<http://architecturebulletin.com.au/spring-2015/closing-the-gap-in-country/>



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8.6 Appendix 6 - Project Precedents

Wellington Child and Family Centre

by AOA Christopher Peck

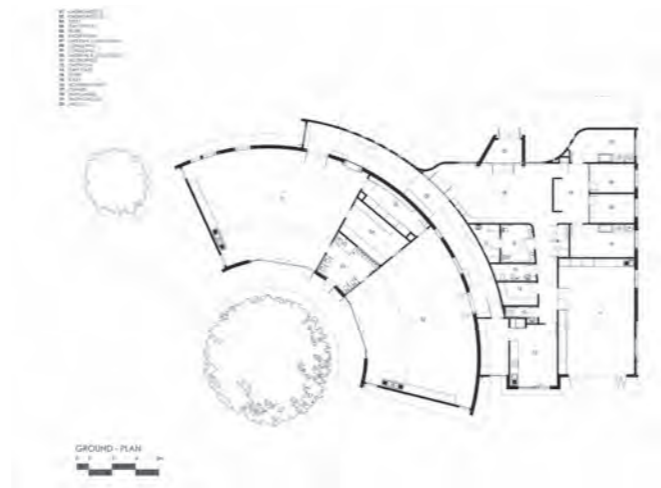
Wellington Child and Family Centre is a new child and family centre in Mulgrave Melbourne that was designed to replace two separate outdated buildings with a singular integrated hub to support City of Monash's growing family community. The new scheme (approximately 600 square meters in area) utilises a fan-like arrangement that centers on one of the existing eucalyptus and engages the building with the landscape.

Key Features:

- 2 kindergarten rooms
- 2 maternal and child health consulting rooms
- 2 consulting rooms for specialists and
- 1 community playgroup room

Year Completed: 2021

<https://www.archdaily.com/991565/wellington-child-and-family-centre-aoa-christopher-peck>



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8.6 Appendix 6 - Project Precedents

Puntukurnu Aboriginal Medical Service Healthcare Hub *by Kaunitz Yeung Architecture*

State-of-the-art Health facility that is connected to people, country and culture. A place for the community to be proud of and welcome in, and that puts wellness at the centre of community.

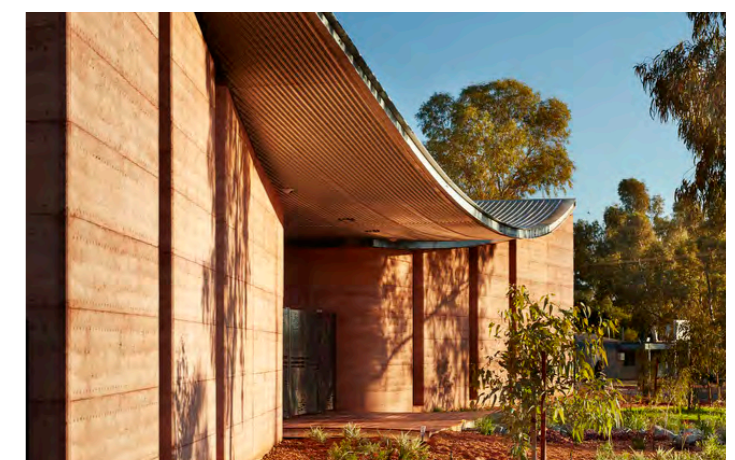
Landscaping and art inclusion critical. The incorporated artwork is from 19 artists representing the 5 communities. Over 2000 local endemic plants were used to create low maintenance, robust and relevant landscaping. The courtyard forms the fulcrum of the building. It divides the building between the health clinic and the administration whilst enabling a visual connection and the opportunity for interaction between management and the community.

Year Completed: 2020

Key Features:

- | | |
|-------------------------|-------------------------------|
| Clinical Building: | Staff and Corporate Building: |
| Consult Room (5) | Meeting Room |
| Treatment Room (2) | Whole Staff Office |
| Counseling Room (1) | Staff Room |
| Dental Treatment | Office (5) |
| Dental Utility | Store (2) |
| Child Maternal Health | IT |
| Clinical Store | WC (2) |
| Admin | Access WC (2) |
| Reception | Renal Ready Spaces (4) |
| Medication Room | |
| Access WC (4) | |
| Clean and Dirty Utility | |
| Waiting Area | |

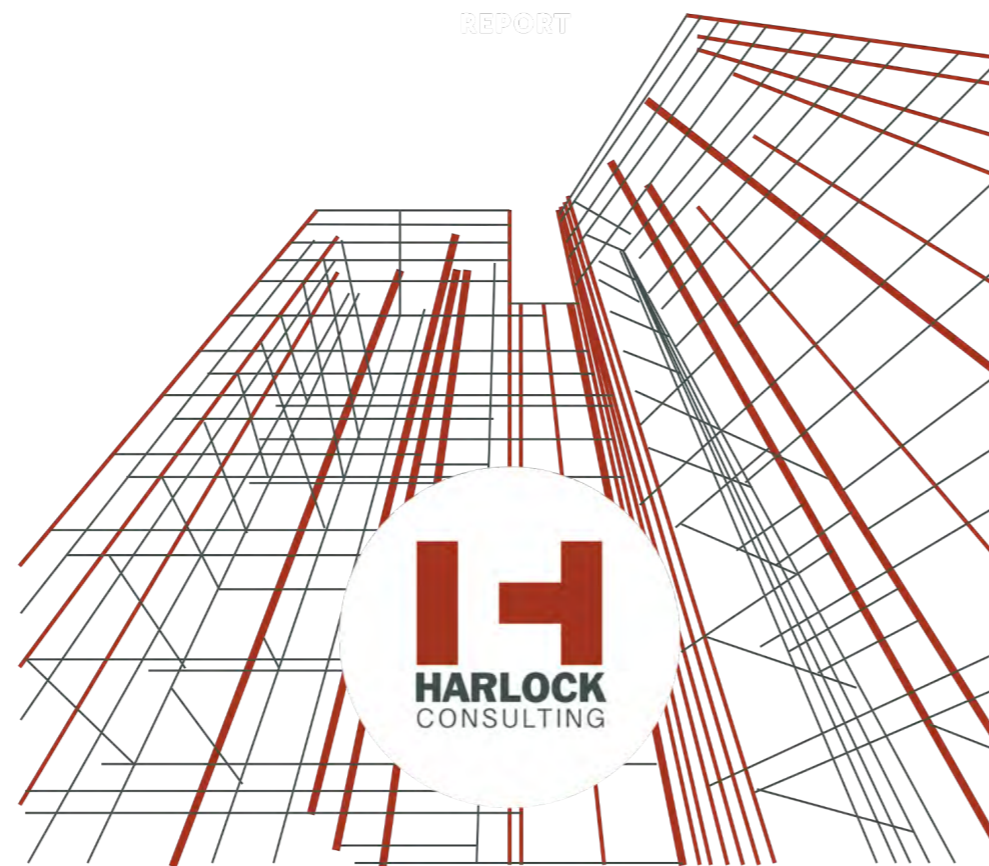
<https://www.archdaily.com/965353/pams-healthcare-hub-newman-kaunitz-yeung-architecture>



8.0 APPENDICES

8.7 Appendix 7 - Cost Plans

Harlock



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1	Executive Summary	3
2	Basis of Cost Plan	4
3	Cost Plan	4
4	Notes & Exclusions	4
5	Tendering & Market Assumptions	4
Appendix 1: Cost Estimate – Option 1		5
Appendix 2: Cost Estimates – Option 3		6

MASTERPLAN ESTIMATES

Project: Central Goldfields Early Years Masterplan
Issued to: Public Realm Lab
23rd February 2023
Revision Number: 0

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8.7 Appendix 7 - Cost Plans

Harlock

1 Executive Summary

As requested, Harlock Consulting have prepared cost estimates in relation to the proposed masterplan works associated with the Central Goldfields Early Years Masterplan as documented by Public Realm Lab and subconsultants.

Option 1 – New Integrated Hub

Estimated total project costs for this new build option is **\$11,385,000 (excluding GST)**

This estimate is inclusive of design and construction contingencies, professional fees and authority fees

Details of this estimate are provided in Appendix 1

Option 2 - Renewal Costs

Macutex were engaged in mid 2020 to complete a building fabric audit of all existing kinder assets and provide associated estimated costs.

Significant cost escalation has occurred since these estimates were produced and we have been asked to provide advice on cost escalation to the current date and through to 2030 given that these projects as subject to future funding.

The following table is the recommended cost escalation to be applied to the applicable items

Cost escalation from date of report to current date	22.0%
Cost escalation from date of report to mid 2024	26.8%
Cost escalation from date of report to mid 2025	32.0%
Cost escalation from date of report to mid 2026	37.2%
Cost escalation from date of report to mid 2027	42.7%
Cost escalation from date of report to mid 2028	48.4%
Cost escalation from date of report to mid 2029	50.3%
Cost escalation from date of report to mid 2030	52.3%

It should be noted that long range forecasts are subject to high potential for variance and therefore escalation allowances should be used as an indicative guide only.

Option 3 – Existing Kinder Extensions

A summary of the estimates for the various options is as follows:

AG Leech – Expansion Option 1	\$375,000 + GST
AG Leech – Expansion Option 2	\$1,575,000 + GST
Dunnoly – Expansion Option	\$780,000 + GST
Talbot – Expansion Option 1	\$220,000 + GST
Talbot – Expansion Option 2	\$490,000 + GST

These estimates are inclusive of design and construction contingencies, professional fees and authority fees

Various notes and exclusions are set out in Section 4 of this report.

2 Basis of Cost Plan

These cost estimates have been prepared on the basis of the following information:

- Public Realm Lab – Central Goldfields Early Years Masterplan – Quantity Surveyor Package
- Macutex Building Fabric Audits
- Area Schedules

3 Cost Plan

Refer to Appendix 1 & 2 for a full breakdowns of the cost plans

4 Notes & Exclusions

Please note that any allowance for the following have been excluded from the estimate:

- GST
- Land, legal or finance costs
- Major site works for new build option - assumes flat site
- Adverse ground conditions
- Cost escalation beyond February 2023 for Options 1 and 3

Note: Harlock Consulting has no control over, without limitation, cost of labour, cost of materials, cost of equipment, pricing methods used by third parties, availability of competitive bids, economic factors and specific market conditions. Accordingly, Harlock Consulting does not guarantee or warrant that actual costs will not vary from any estimates or forecasts

5 Tendering & Market Assumptions

A traditional lump sum fully documented procurement methodology is assumed for these projects and it is assumed that it would be tendered to several appropriately sized builders. This estimate reflects the expected preliminaries level and trade pricing associated with this form of procurement.

The rates in this estimate are based on our opinion of current market price expectations. An escalation allowance of 4% per annum is recommended up to the commencement of tendering for budgeting purposes.

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8.7 Appendix 7 - Cost Plans

Harlock

Appendix 1: Cost Estimate – Option 1

Elemental Summary

Project: Central Goldfields Early Years Masterplan Details: Option 1									
Building: Central Goldfields Early Years Masterplan									
Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
Community									
	Foyer/Entry Gallery	1.98%		45	m2	5,000.00	225,000		225,000
	Pram Storage	0.37%		12	m2	3,500.00	42,000		42,000
	Welcome/Information	0.19%		5	m2	4,250.00	21,250		21,250
	Central Meeting/Cafe	1.98%		50	m2	4,500.00	225,000		225,000
	Community Room including lockable storage	2.29%		65	m2	4,000.00	260,000		260,000
	Kitchenette	0.53%		12	m2	5,000.00	60,000		60,000
	Supported Play Group	0.45%		12	m2	4,250.00	51,000		51,000
	Supported Play Group Store	0.43%		12	m2	4,000.00	48,000		48,000
	Toy Library	1.87%		50	m2	4,250.00	212,500		212,500
	Visitors Toilet / Parents Room	1.41%		32	m2	5,000.00	160,000		160,000
	Circulation	0.85%		32	m2	3,000.00	96,000		96,000
	Travel	0.53%		20	m2	3,000.00	60,000		60,000
	Services	1.41%		80	m2	2,000.00	160,000		160,000
Aboriginal and Torres Strait Islander Family Space									
	Consulting Rooms	0.26%		6	m2	4,750.00	28,500		28,500
	Kitchenette	0.36%		8	m2	5,000.00	40,000		40,000
	Family Gathering Space	2.43%		65	m2	4,250.00	276,250		276,250
	Circulation	0.24%		9	m2	3,000.00	27,000		27,000
	Travel	0.14%		5	m2	3,000.00	15,000		15,000
	Services	0.39%		22	m2	2,000.00	44,000		44,000
Childcare and Early Years									
	Long Hours Daycare	4.11%		110	m2	4,250.00	467,500		467,500
	Nappy Change	0.53%		14	m2	4,250.00	59,500		59,500
	LHD Cubby Storage	0.32%		9	m2	4,000.00	36,000		36,000
	LHD Store	0.14%		4	m2	3,750.00	15,000		15,000
	Kitchen and Baby Food Prep	1.26%		30	m2	4,750.00	142,500		142,500
	Kindergarten	12.32%		330	m2	4,250.00	1,402,500		1,402,500
	Kinder Toilet	1.45%		33	m2	5,000.00	165,000		165,000
	Kinder Cubby Storage	1.20%		34	m2	4,000.00	136,000		136,000
	Kinder Store	0.66%		20	m2	3,750.00	75,000		75,000
	Entry/Sign In	0.53%		12	m2	5,000.00	60,000		60,000
	Family Drop Off / Gathering	0.56%		15	m2	4,250.00	63,750		63,750
	Staff Planning Room	0.63%		15	m2	4,750.00	71,250		71,250
	Circulation	1.80%		68	m2	3,000.00	204,000		204,000
	Travel	1.11%		42	m2	3,000.00	126,000		126,000
	Services	2.97%		169	m2	2,000.00	338,000		338,000
Health / Services									
	Waiting / Play Room	1.68%		45	m2	4,250.00	191,250		191,250

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8.7 Appendix 7 - Cost Plans

Harlock

Elemental Summary

Project: Central Goldfields Early Years Masterplan Details: Option 1									
Building: Central Goldfields Early Years Masterplan									
Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
	Pram Parking	0.25%		8	m2	3,500.00	28,000		28,000
	Nappy Change	0.38%		10	m2	4,250.00	42,500		42,500
	Baby Food Prep Area and Breast Feeding	0.42%		10	m2	4,750.00	47,500		47,500
	MCH Consult - Large	1.98%		50	m2	4,500.00	225,000		225,000
	MCH Consult - Med	2.13%		51	m2	4,750.00	242,250		242,250
	Immunisation Rooms	2.02%		51	m2	4,500.00	229,500		229,500
	MCH Offices	1.01%		24	m2	4,750.00	114,000		114,000
	Allied Health Consult Rooms	1.06%		24	m2	5,000.00	120,000		120,000
	Circulation	0.80%		30	m2	3,000.00	90,000		90,000
	Travel	0.48%		18	m2	3,000.00	54,000		54,000
	Services	1.30%		74	m2	2,000.00	148,000		148,000
	Staff Amenities and Building Services								
	Staff Room	1.59%		40	m2	4,500.00	180,000		180,000
	Staff Kitchen	0.36%		8	m2	5,000.00	40,000		40,000
	Staff Toilet and Shower	0.36%		8	m2	5,000.00	40,000		40,000
	Staff Lockers	0.60%		15	m2	4,500.00	67,500		67,500
	Circulation	0.16%		6	m2	3,000.00	18,000		18,000
	Travel	0.11%		4	m2	3,000.00	12,000		12,000
	Services	0.27%		15	m2	2,000.00	30,000		30,000
	Building Services								
	Shared Laundry	0.84%		20	m2	4,750.00	95,000		95,000
	Cleaners Store	0.18%		5	m2	4,000.00	20,000		20,000
	Circulation	0.08%		3	m2	3,000.00	9,000		9,000
	Travel	0.03%		1	m2	3,000.00	3,000		3,000
	Services	0.13%		7	m2	2,000.00	14,000		14,000
	Outdoor Space								
	Entry	0.20%		50	m2	450.00	22,500		22,500
	Community Outdoor & Play Space	0.80%		150	m2	600.00	90,000		90,000
	Outdoor Toy Library Store	0.11%		10	m2	1,250.00	12,500		12,500
	LHD Outdoor Secure Outdoor Play	3.66%		594	m2	700.00	415,800		415,800
	LHD Outdoor Store	0.14%		12	m2	1,250.00	15,000		15,000
	Kinder Secure Outdoor Play	3.66%		594	m2	700.00	415,800		415,800
	Kinder Outdoor Store	0.14%		12	m2	1,250.00	15,000		15,000
	Family Gathering / Drop Off	0.14%		30	m2	500.00	15,000		15,000
	Aboriginal and Torres Strait Islander Play	0.74%		120	m2	700.00	84,000		84,000
	MCH Outdoor Play	0.25%		40	m2	700.00	28,000		28,000
	Staff Outdoor Area	0.22%		48	m2	500.00	24,000		24,000
	Services Yard	0.11%		30	m2	400.00	12,000		12,000

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Elemental Summary

Project: Central Goldfields Early Years Masterplan Details: Option 1									
Building: Central Goldfields Early Years Masterplan									
Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
	Circulation	0.50%		186	m2	300.00	55,800		55,800
	Travel	0.30%		112	m2	300.00	33,600		33,600
	Services	0.81%		457	m2	200.00	91,400		91,400
	Vehicle Access								
	Car Parking	0.80%		455	m2	200.00	91,000		91,000
	Service Road	0.21%		114	m2	200.00	22,800		22,800
	SUBTOTAL	78.34%							8,918,200
	Design and construction contingency (15%)	11.75%							1,337,730
	Professional fees (10%)	9.01%							1,025,593
	Headworks charges and authority fees (1%)	0.91%							102,559
	Rounding	0.01%							918
	TOTAL	100.00%							11,385,001
	Exclusions:								
	GST								
	Land, legal or fiancne costs								
	Demolition works								
	Major site works - assumes flat site								
	Adverse ground conditions								
	Cost escalation beyond February 2023								
		100.00%							11,385,001

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8.0 APPENDICES

8.7 Appendix 7 - Cost Plans

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Appendix 2: Cost Estimates – Option 3

Elemental Summary

Project: Central Goldfields Early Years Masterplan Details: Option 3 Building: Central Goldfields Early Years Masterplan									
Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
AG Leech – Expansion Option 1									
	Preliminaries, overheads and profit	1.50%			Item				51,375
	Demolition	0.59%			Item		20,000		20,000
	Substructure	0.48%		50	m2	325.00	16,250		16,250
	Columns	0.22%		50	m2	150.00	7,500		7,500
	Roof	0.66%		50	m2	450.00	22,500		22,500
	External facade	1.02%		50	m2	700.00	35,000		35,000
	Internal walls	0.22%		50	m2	150.00	7,500		7,500
	Internal doors	0.06%		50	m2	40.00	2,000		2,000
	Internal screens	0.15%		50	m2	100.00	5,000		5,000
	Wall finishes	0.11%		50	m2	75.00	3,750		3,750
	Floor finishes	0.18%		50	m2	120.00	6,000		6,000
	Ceiling finishes	0.24%		50	m2	165.00	8,250		8,250
	Fitments	0.30%		50	m2	200.00	10,000		10,000
	Signage	0.03%		50	m2	15.00	750		750
	Electrical services	0.37%		50	m2	250.00	12,500		12,500
	Fire services	0.03%		50	m2	20.00	1,000		1,000
	Mechanical services	0.44%		50	m2	300.00	15,000		15,000
	Hydraulic services	0.15%		50	m2	100.00	5,000		5,000
	Builders work in connection with services	0.08%		50	m2	50.00	2,500		2,500
	External works	0.44%		50	m2	300.00	15,000		15,000
	External services	0.30%		50	m2	200.00	10,000		10,000
	Design and construction contingency (20%)	1.50%			Item				51,375
	Professional fees (20%)	1.80%			Item				61,650
	Headworks charges and authority fees (1%)	0.09%			Item				3,083
	Rounding	0.06%							2,017
	AG Leech – Expansion Option 1 TOTAL	10.91%		50	m2	7,500	375,000		375,000
AG Leech – Expansion Option 2									
	Preliminaries, overheads and profit	4.84%			Item				166,178
	Demolition	0.88%			Item		30,000		30,000
	Substructure	2.64%		302	m2	300.00	90,600		90,600
	Columns	1.06%		302	m2	120.00	36,240		36,240
	Roof	3.52%		302	m2	400.00	120,800		120,800
	External facade	5.27%		302	m2	600.00	181,200		181,200
	Internal walls	1.10%		302	m2	125.00	37,750		37,750
	Internal doors	0.27%		302	m2	30.00	9,060		9,060
	Internal screens	0.62%		302	m2	70.00	21,140		21,140

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8.7 Appendix 7 - Cost Plans

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Elemental Summary

Project: Central Goldfields Early Years Masterplan Details: Option 3 Building: Central Goldfields Early Years Masterplan									
Code	Description	%BC	Cost/m2	Quantity	Unit	Rate	Subtotal	Factor	Total
Talbot - Expansion Option 2									
	Preliminaries, overheads and profit	2.37%			Item				81,456
	Demolition	0.59%			Item		20,000		20,000
	Substructure	0.66%		64	m2	350.00	22,400		22,400
	Columns	0.28%		64	m2	150.00	9,600		9,600
	Roof	0.89%		64	m2	475.00	30,400		30,400
	External facade	1.40%		64	m2	750.00	48,000		48,000
	Internal walls	0.24%		64	m2	125.00	8,000		8,000
	Internal doors	0.14%		64	m2	75.00	4,800		4,800
	Internal screens	0.14%		64	m2	75.00	4,800		4,800
	Wall finishes	0.14%		64	m2	75.00	4,800		4,800
	Floor finishes	0.24%		64	m2	125.00	8,000		8,000
	Ceiling finishes	0.31%		64	m2	165.00	10,560		10,560
	Fitments	0.47%		64	m2	250.00	16,000		16,000
	Signage	0.03%		64	m2	15.00	960		960
	Electrical services	0.61%		64	m2	325.00	20,800		20,800
	Fire services	0.05%		64	m2	25.00	1,600		1,600
	Mechanical services	0.66%		64	m2	350.00	22,400		22,400
	Hydraulic services	0.19%		64	m2	100.00	6,400		6,400
	Builders work in connection with services	0.10%		64	m2	50.00	3,200		3,200
	External works	0.47%		64	m2	250.00	16,000		16,000
	External services	0.38%		64	m2	200.00	12,800		12,800
	Design and construction contingency (20%)	2.06%			Item				70,595
	Professional fees (1.5%)	1.85%			Item				63,536
	Headworks charges and authority fees (1%)	0.13%			Item				4,236
	Rounding	-0.03%							-1,343
	Talbot - Expansion Option 2 TOTAL	14.25%		64	m2	7,656	490,000		490,000
		100.00%							3,440,000