



COUNCIL MEETING AGENDA

Tuesday
26 September
2023 6pm

Community Room 1, Community Hub, Maryborough
and livestreamed on the internet.

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11.1 Confidential - Appointment of Independent Member to the Audit and Risk Committee (Provided under Separate Cover) **N/A**

12. Meeting Closure **337**

1. Commencement of Meeting and Welcome

Councils must, in the performance of its role, give effect to the overarching governance principles in the *Local Government Act 2020*.¹

These are included below to guide Councillor consideration of issues and Council decision making.

- a. Council decisions are to be made and actions taken in accordance with the relevant law;
- b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c. the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d. the municipal community is to be engaged in strategic planning and strategic decision making;
- e. innovation and continuous improvement is to be pursued;
- f. collaboration with other Councils and Governments and statutory bodies is to be sought;
- g. the ongoing financial viability of the Council is to be ensured;
- h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
- i. the transparency of Council decisions, actions and information is to be ensured.

2. Apologies

Council's Governance Rules require that the minutes of Council meetings record the names of Councillors present and the names of any Councillors who apologised in advance for their non-attendance.²

The annual report will list councillor attendance at Council meetings. Councillor attendance at Councillor briefings is also recorded.

3. Leave of absence

One reason that a Councillor ceases to hold the office of Councillor (and that office becomes vacant) is if a Councillor is absent from Council meetings for a period of 4 consecutive months without leave obtained from the Council. (There are some exceptions to this - see section 35 for more information.)

A Councillor can request a leave of absence. Any reasonable request for leave must be granted.³ Leave of absence is approved by Council.

Any request will be dealt with in this item which is a standing item on the agenda. The approvals of leave of absence will be noted in the minutes of Council in which it is granted. It will also be noted in the minutes of any Council meeting held during the period of the leave of absence.

¹ Section 9.

² Chapter 2, rule 62.

³ See Local Government Act 2020 s 35 (4) and s 35 (1) (e).

4. Conflicts of interest

Conflicts of Interest must be disclosed at the commencement of a Council meeting or Councillor briefing, or as soon as a Councillor recognises that they have a conflict of interest.

The relevant provisions in the *Local Government Act 2020* include those in Part 6, Division 2 (from section 126). Failing to disclose a conflict of interest and excluding themselves from the decision making process is an offence.

Disclosures at Council meetings

Under the Governance Rules:¹

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she:

1 is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or

2 intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice:

2.1 advising of the conflict of interest;

2.2 explaining the nature of the conflict of interest; and

2.3 detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

(a) name of the other person;

(b) nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

(c) nature of that other person's interest in the matter, and then immediately before the matter is considered at the meeting

announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub- Rule.

The Councillor must, in either event, leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

Disclosures at councillor briefings (and other meetings)

Also under the Governance Rules,² a Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of Council at which he or she is present must

1. disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;
2. absent himself or herself from any discussion of the matter; and
3. as soon as practicable after the meeting concludes provide to the Chief Executive Officer a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

¹ Chapter 5, Rule 3

² Chapter 5, Rule .

Councillor form to disclose conflicts of

interest Name: _____

Date: _____

Meeting type:

- Briefing
- Meeting
- Other _____

Nature of the conflict of interest (describe):

If the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person:

- name of the other person (gift giver): _____
- nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person: _____
- nature of that other person's interest in the matter: _____

5. Confirmation of Minutes from Previous Council Meeting Minutes

5.3 Confirmation from Previous Council Meeting Minutes Dated 22 August 2023



DRAFT COUNCIL MEETING MINUTES

Tuesday, 22 August 2023

6:00pm

Meeting held in person

Community Room 1, Community Hub, Maryborough

and livestreamed on the internet.

MEMBERSHIP

Councillors:

Grace La Vella (Mayor)

Liesbeth Long

Geoff Lovett

Chris Meddows-

Taylor Gerard

Murphy Wayne

Sproull

Anna de Villiers

Officers:

Chief Executive Officer Lucy Roffey

General Manager Assets Infrastructure and Planning Matthew

Irving General Manager Community Wellbeing Emma Little

Manager Community Services Veronica Hutcheson

To be confirmed at the Council Meeting scheduled for 26 September 2023

1. COMMENCEMENT OF MEETING AND WELCOME

The Mayor commenced the meeting at 6pm, welcoming all present, with an Acknowledgement of Country and the Council Prayer.

PRESENT:

Councillors

Grace La Vella (Mayor)

Anna De Villiers

Liesbeth Long

Chris Meddows-Taylor

Wayne Sproull

Geoff Lovett

Officers

Chief Executive Officer Lucy Roffey

General Manager Assets Infrastructure and Planning Matthew

Irving General Manager Community Wellbeing Emma Little

Manager Community Services Veronica Hutcheson

1. APOLOGIES

2. LEAVE OF ABSENCE

Nil

3. DISCLOSURES OF CONFLICTS OF INTEREST

Nil

4. CONFIRMATION OF THE MINUTES OF PREVIOUS COUNCIL MEETINGS

To present for confirmation the following:

5.1 Minutes of the Council Meeting

25/07/2023 The Minutes were confirmed.

5. REPORTS FROM COMMITTEES

Nil.

6. PETITIONS

Nil.

8. OFFICER REPORTS

8.1 Property Leasing and Licensing Review

The purpose of this report is to update Council on the Property Occupancy Policy review and proposed update and changes to the policy for public consultation.

The purpose of the Property Occupancy Policy is to comply with all Legislation associated with Property, Leasing and Licensing and ensure that Council has transparent processes in relation to its leasing and licensing practices.

MOTION

That Council;

1. endorse the Draft Property Leasing and Licensing Policy 2023 as attached for public consultation;
2. that the feedback period close at 5pm 20 September 2023; and
3. That a final Property Leasing and Licensing Policy 2023, taking into consideration public feedback, be considered for adoption at the Council Meeting Scheduled for 24 October 2023.

Moved: Cr Murphy

Seconded: Cr De Villiers

CARRIED

Cr Murphy and Cr De Villiers spoke to the motion.

8.2 Governance Rules Review

The report presents an update to the Governance Rules (2023 Review) for Council consideration and endorsement for a period of public exhibition and feedback..

MOTION

That Council;

1. endorse the attached Draft Governance Rules (2023 Review) to be released for public exhibition and feedback;
2. the feedback period close at 5pm on 20 September 2023; and
3. Any feedback be considered, and a final Governance Rules (2023 Review) be brought back to Council for consideration at its meeting scheduled 24 October 2023.

Moved: Cr Meddows-Taylor

Seconded: Cr Long

CARRIED

Cr Meddows-Taylor and Cr Long spoke to the motion.

8.3 Procurement Policy 2023

The purpose of this report is to present to Council the updated Procurement Policy for adoption following an extensive review and consultation process.

MOTION

That Council repeal the current Procurement Policy and adopt the attached updated Procurement Policy in accordance with the Local Government Act 2020.

Moved: Cr Lovett

Seconded: Cr Sproull

Carried

Cr Lovett and Cr Sproull spoke to the motion.

Cr Sproull directed a question to the CEO seeking to understand how this policy has strengthened environmental sustainability- CEO responded to the question outlining the actions underway to improve environmental sustainability through procurement.

8.4 Council Plan Action Plan Q4.

The purpose of this report is to provide an update on the status of the projects identified in the 2022-23 Action Plan.

MOTION

That Council note as detailed in the report an update on the status of the projects identified in the 2022-23 Action Plan Q4.

Moved: Cr Long

Seconded: Cr Sproull

Carried

Cr Long and Cr Meddows-Taylor spoke to the motion.

8.5 Central Goldfields Art Gallery Strategic Plan 2023-2026.

The Central Goldfields Art Gallery Draft Strategic Plan 2023 - 2026 was presented to Council at its meeting on 2 May 2023 and was subsequently placed on public exhibition for community feedback from 15 May to 11 June 2023.

The purpose of this report is to:

- Present the results of community feedback;
- Recommend Council's adoption of the Plan.

MOTION

That Council;

1. note the community feedback received in response to the Draft Central Goldfields Art Gallery Strategic Plan 2023 – 2026 and the resulting changes made to the plan.
2. adopt the Central Goldfields Art Gallery Strategic Plan 2023 – 2026

Moved: Cr Lovett

Seconded: Cr Sproull

Carried

Cr Lovett, Cr Sproull, Cr Meddows-Taylor, Cr Murphy and Mayor La Vella spoke to the motion.

8.6 Disposal or Sale of Council Assets and Land Policy Update

The report presents to Council an update on the Disposal or Sale of Council Assets and Land Policy being updated to reflect changes to the Local Government Act 2020

MOTION

That Council;

1. endorse the Draft Sale of Council Assets and Land Policy 2023 as attached for public consultation;
2. that the feedback period close at 5pm 20 September 2023; and
3. That a final Sale of Council Assets and Land Policy 2023, taking into consideration public feedback, be considered for adoption at the Council Meeting Scheduled for 24 October 2023.

Moved: Councillor De Villiers

Seconded: Councillor Murphy

Carried

Cr De Villiers spoke to the motion.

9. NOTICES OF MOTION

Nil

10. URGENT BUSINESS

Nil

11. CONFIDENTIAL BUSINESS

11.1 Aged Care Reform Review

MOTION

That Council close the meeting to members of the public pursuant to Section 66 (2) of the Local Government Act 2020, to consider the Aged Care Reform Report relating to;

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;

(b) Personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

Moved: Cr Meddows Taylor

Seconded: Cr Murphy

Carried

12. MEETING CLOSURE

The meeting closed to the public at 6:33pm.

6. Minutes of Delegated and Advisory Committees

Nil

7. Petitions

Nil

8. Officer Reports

8.1 ANNUAL FINANCIAL AND PERFORMANCE STATEMENTS 2022/2023

Author: Manager Finance

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to present Council on the draft Financial and Performance Statements and Governance and Management Checklist for 2022-2023, to seek in-principal approval for the Statements.

RECOMMENDATION

That Council;

1. gives its approval in principle to the Annual Financial Statement and Performance Statement for the 2022/2023 financial year.
2. Nominates and authorises two Councillors to certify the Financial and Performance Statements in their final form on behalf of, and with the full authority of the Council.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Growing Economy

Outcome: Central Goldfields Shire is a proactive, well governed, professional, and financially sustainable organisation.

4.1 Objective: Ensure the financial sustainability of Council through efficient and effective delivery of services.

Initiative: Review budget and financial reporting processes to improve monitoring of financial performance.

Section 131 of the Act requires Council to prepare an annual report in each financial year. Council must comply with the following sections of *Local Government Act 2020 (the Act)*. **Section 99 Preparation of annual report** states that:

(1) As soon as practicable after the end of the financial year, a Council must cause to be prepared in accordance with section 98, the performance statement and financial statements of the Council for the financial year.

- (2) The Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit.
- (3) the Council must ensure that the performance statement and financial statements, in their final form after any changes recommended or agreed by the auditor have been made, are certified in accordance with the regulations by—
 - (a) 2 Councillors authorised by the Council for the purposes of this subsection; and
 - (b) any other persons prescribed by the regulations for the purposes of this subsection.
- (4) The auditor must prepare a report on the performance statement.

Note: The auditor is required under Part 3 of the Audit Act 1994 to prepare a report on the financial statements.

- (5) The auditor must not sign a report under subsection (4) or under Part 3 of the Audit Act 1994 unless the performance statement or the financial statements (as applicable) have been certified under subsection (3).

BACKGROUND INFORMATION

The financial reports for financial year ended 30 June 2023 have been prepared in line with Australian Accounting Standards and the Local Government Act (2020).

This also presents a comparison to budget and prior year (2021/22).

Prior to submitting its Financial and Performance Statements to the Auditor-General, Council must formally review the Statements and pass a resolution giving in-principle approval.

Councillors must also be authorised to certify the Statements once amendments or changes requested by the Auditor-General have been made.

It is also a requirement that Council's Audit and Risk Committee has given its in principle support to the Statements. The Audit and Risk Committee meeting is scheduled for 25 September 2023.

A resolution that Council agrees with the statements in principle (the 'in principle' statements) and authorises two specific Councillors to sign the final statements on behalf of, and with the full authority of, the Council is required.

The 'in-principle' statements and the Council resolution are then given to the Auditor-General's service provider.

The 'in-principle' statements, the Council resolution and the audit service provider's recommended audit report are then forwarded to the Auditor-General who reviews the statements and requests changes where appropriate.

These changes are incorporated into the statements where appropriate.

Any matters of significance, including proposed qualification issues, not previously considered by the Council are reported to Council prior to the formal sign-off of the statements by the two designated Councillors.

When both Council and the Auditor-General are satisfied with the statements they are signed by the nominated Councillors and forwarded to the Auditor-General.

REPORT

The Financial Report includes:

- Cash Position
- Income Statement;
- Statement of Capital Works
- Balance Sheet;

Cash Position

The cash position of Council can vary significantly depending on timing of grants received. The closing cash balance as of 30 June 2023 was \$16.7m.

This balance includes cash at bank and term deposits. This represents a decrease of \$4.1m on prior year.

However, looking at this cash balance in isolation does not give a true indication of the real cash position as of 30 June 2023.

In order to determine the real cash position, council needs to take into account the restricted cash (cash that is tied to a specific project or has to be used for a specific purpose)

The table below details the real cash position, year on year.

Council financial position	2,023	2,022
Total Cash position	\$'000	\$'000
Cash and cash equivalents	5,180	3,552
Term deposits - current	11,500	17,000
Total Cash position	16,680	20,552
Restricted Cash		
Trust funds and deposits	653	480
Unexpended grants	8,240	12,018
Total Restricted cash	8,893	12,498
Real Cash Position	7,787	8,054

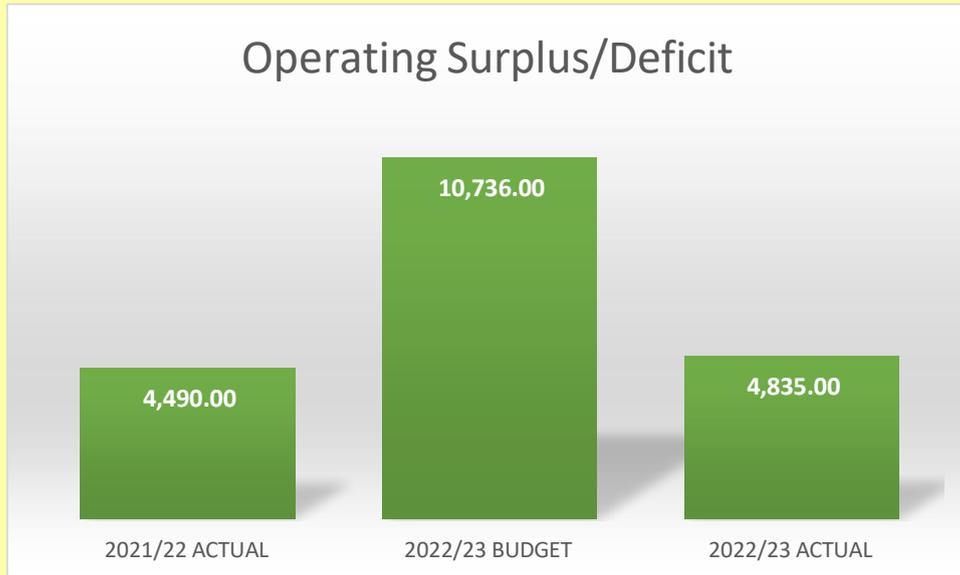
The real cash position of Council is strong and is expected to remain so into the future.

The cash position of the Council is paramount, and decisions have been made in order to maintain this strong position.

Income Statement

The operating result for the period to 30 June 2023 was a surplus of \$4.8m, a decrease on budget of \$5.9m but in line with prior year (\$4.5m)

The graph below depicts the movement.



23 actual and 2022-23 budget.

	2023 ACTUAL	2022 ACTUAL	2023 BUDGET	VARIANCE YEAR		VARIANCE
	\$'000	\$'000	\$'000	ON YEAR		BUDGET V ACTUAL
Income / Revenue						
Rates and charges	16,628	16,166	16,781	▲	462	▼ (152)
Statutory fees and fines	564	532	541	▲	32	▲ 24
User fees	1,936	1,753	2,078	▲	183	▼ (142)
Grants - operating	12,419	10,774	9,638	▲	1,645	▲ 2,781
Grants - capital	8,848	6,646	12,382	▲	2,202	▼ (3,534)
Contributions - monetary	271	370	119	▼	(99)	▲ 152
Contributions - non monetary	-	398		▼	(398)	■ -
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(64)	(19)	90	▼	(45)	▼ (154)
Other income	1,007	275	488	▲	732	▲ 519
Total income / revenue	41,609	36,895	42,116	▲	4,714	▼ (507)
Expenses						
Employee costs	15,459	15,193	15,176	▲	266	▲ 283
Materials and services	13,926	10,283	9,089	▲	3,643	▲ 4,837
Depreciation	6,849	6,433	6,659	▲	416	▲ 190
Amortisation - right of use assets	62	93	91	▼	(31)	▼ (29)
Bad and doubtful debts - allowance for impairment losses	23	13	1	▲	10	▲ 22
Borrowing costs	80	26	25	▲	54	▲ 55
Finance costs - leases	15	9	-	▲	6	▲ 15
Other expenses	360	355	344	▲	5	▲ 16
Total expenses	36,774	32,405	31,385	▼	4,369	▼ 5,389
Surplus/(deficit) for the year	4,835	4,490	10,731	▲	345	▼ (5,896)

Income

Total income for the year was \$41.6m which was \$4.7m higher than 2021/22 and \$0.5m less than budget. Whilst there was some movement in grant revenue, overall revenue remained in line with budget.

In prior year, we carried forward \$12.4m of grants. This year, this balance has reduced to \$8.2m due to the large capital works program which has been both delivered and is underway. Overall, the total carried forward was \$8.2m, \$3.9m operating and \$4.3m in capital grants.

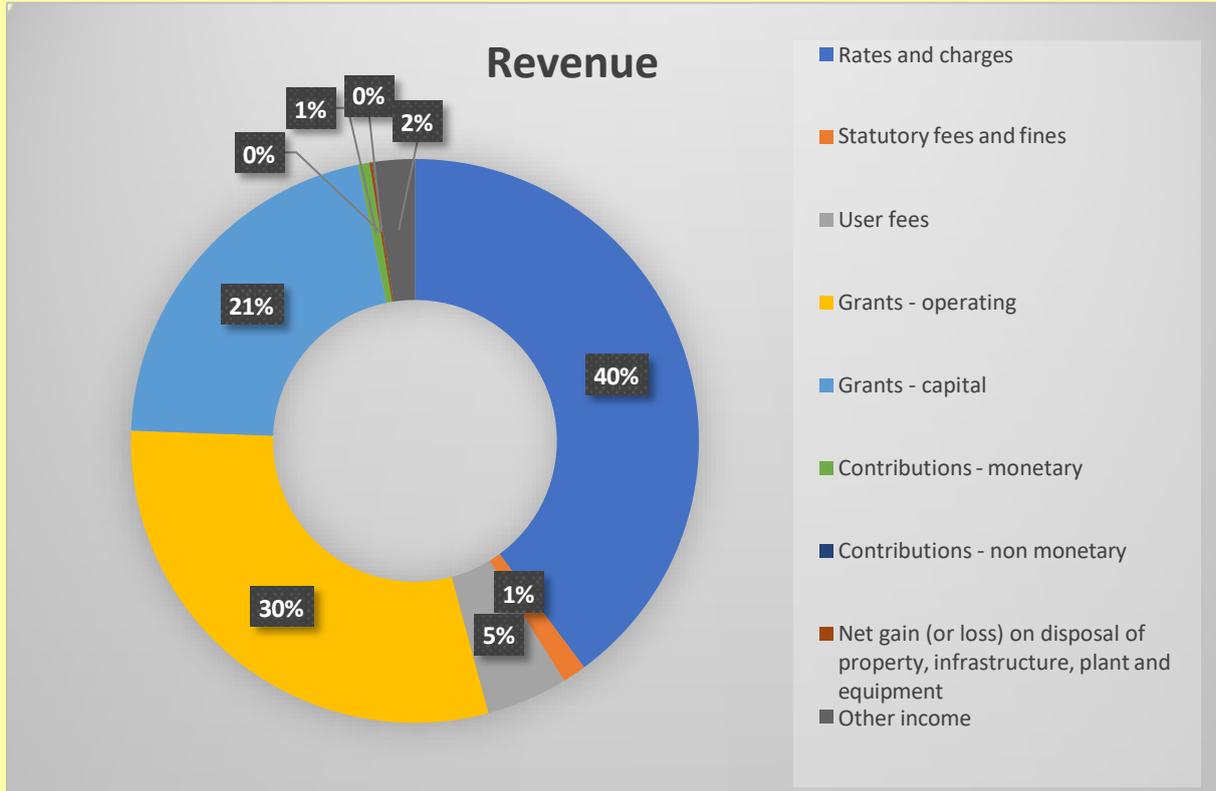
The main projects that make up the carried forward amount of \$11.7m are:

- Operating
 - Flood Mitigation and Recovery \$1.3m
 - Go Goldfields \$0.5m
 - Kinder Master plan & school readiness \$0.2m
 - Talbot Futures project \$0.2m
 - Urban Opportunities study \$0.2m

For the full list of carried forward grant please refer to attachment.

- Capital
 - Goldfields Reservoir Stabilisation \$0.6m
 - Maryborough outdoor pool \$1.6m
 - Deledio Netball Courts \$0.5m
 - Rural Council Transformation \$0.5m

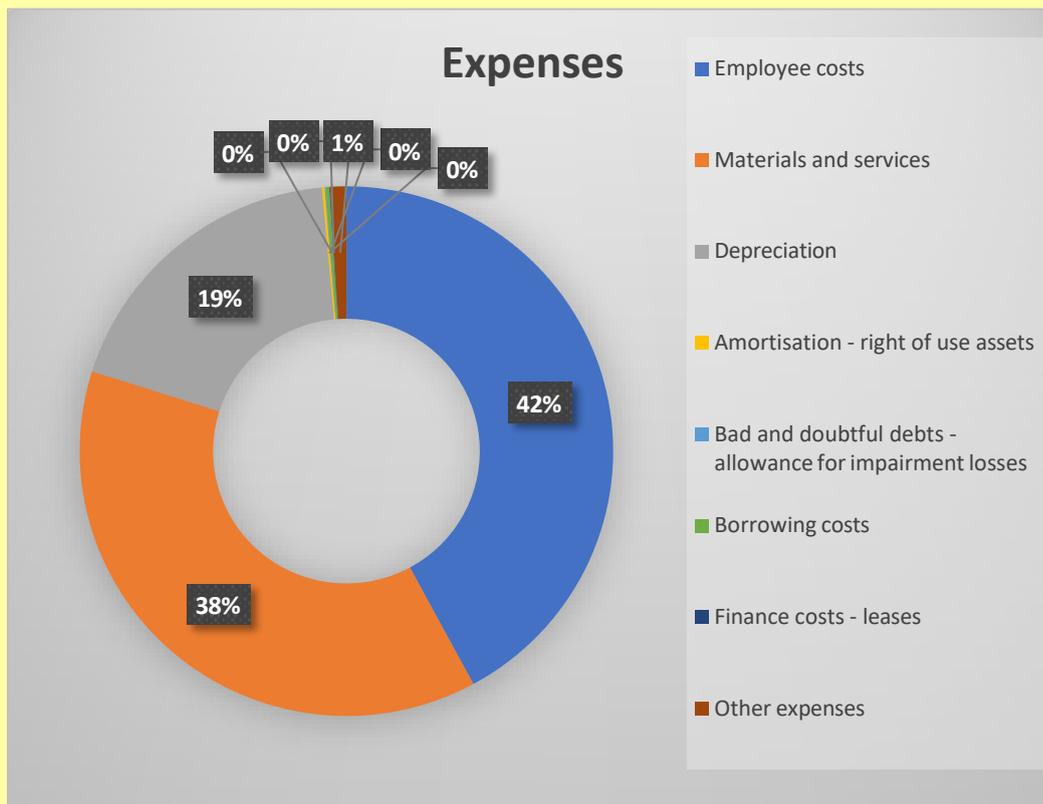
For the full list of carried forward grant please refer to



attachment. The table below shows the revenue received by council in 2022-23.

Council's own source revenue (rates & charges, user fees and statutory fees and fines) provides approx. 46% of the total revenue for the year. The balance of this is sourced through grant funding. Of this grant funding around \$10.8m (51%) in non recurrent, meaning significant advocacy work has resulted in these benefits for the community.

Expenditure



Expenditure for the year was \$5.4m greater than budget.

This increase in cost is partially offset by the increase in operating grants. The main area responsible for this variance is materials and services.

The total spend for materials and services over and above budget was \$4.8m. Of this, \$2.7m is funded (flood works and other grant funded programs).

Additional spend was also in IT licensing and support and strategic and statutory planning work, including a provision for structural boundary assessment.

Also included is recognition of volunteer expenses in line with accounting standards. This is offset by revenue but adds \$336k into the total expenses reported.

Capital Works Statement

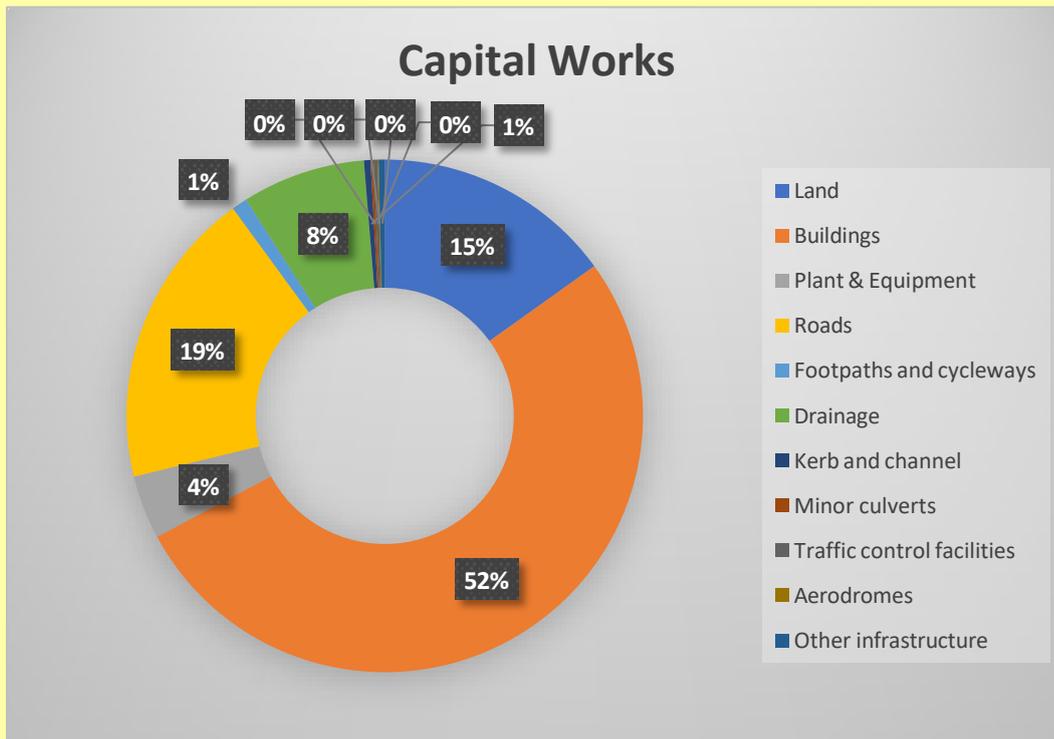
The 2022/23 budget included a capital works program of \$19.4 million across property, plant and equipment and infrastructure asset classes.

A finalised capital works program of \$14.6m was achieved. The result is that council has achieved 75% of the capex budget for 2022-23.

This is an increase on prior years with 2021/22 being 50% and 2020/21 being 44%.

Many capital works projects are grant funded and run over several years.

The graph below shows council spend on capital works.



Balance Sheet

Council's balance sheet remains strong with a strong cash position as noted above.

The table below shows the year-on-year movement.

	2023	2022	Movement
	\$'000	\$'000	
Assets			
Current assets			
Cash and cash equivalents	5,180	3,552	1,628
Trade and other receivables	2,804	2,854	(51)
Other financial assets	11,500	17,000	(5,500)
Inventories	14	14	-
Prepayments	267	168	99
Non-current assets classified as	245	245	-
Other assets	869	625	244
Total current assets	20,878	24,458	(3,580)
Non-current assets			
Property, infrastructure, plant and	405,570	354,626	50,944
Right-of-use assets	354	202	152
Total non-current assets	405,924	354,828	51,096
Total assets	426,803	379,286	47,516
Liabilities			
Current liabilities			
Trade and other payables	4,850	2,897	1,953
Trust funds and deposits	653	480	173
Unearned income/revenue	8,240	12,018	(3,778)
Provisions	2,881	2,477	404
Interest-bearing liabilities	-	678	(678)
Lease liabilities	79	60	19
Total current liabilities	16,645	18,610	(1,965)
Non-current liabilities			
Provisions	596	298	298
Interest-bearing liabilities	2,089	1,411	678
Lease liabilities	267	137	130
Total non-current liabilities	2,952	1,846	1,106
Total liabilities	19,597	20,456	(859)
Total Equity	407,147	358,830	48,317

Referring to the table above. The major variances are:

- Other financial assets

Council invests surplus funds on an ongoing basis to maximise cash. Various grants were received prior to June 2022 and were therefore invested until the funds were required. The funds were used towards the \$14.6m capital works program delivered in 2022/23.

- Property, plant, and Equipment

Movement in the Asset Revaluation Reserve

There were a number of material movements in the Asset Revaluation Reserve during 2022/23;

- Asset Revaluation of infrastructure assets effective 1 July 2022
- Flooding event creating impairment effective 1 November 2022
- Indexation of all asset classes effective 30 June 2023
- Unearned revenue

Each of these add to the total impact of the asset revaluation.

A reduction in unearned revenue is in line with reduced cash balance and an increased capital works delivery.

Unearned revenue represents grants we have received for projects we haven't completed.

The unearned balance has reduced by \$3.8m, contributing to the \$14.6m capital works program which has been delivered.

Summary

The finalised operating result for Central Goldfields Shire Council as of June 30, 2023, was a surplus of \$4.8m.

This is largely due to the timing of and treatment of grant funding.

\$8.2m has been carried forward to be spent on projects in

2023/24. The external audit is underway and progressing well.

We have provided all information at this stage and to date there are no adjusting entries requested.

The balance sheet remains in a strong financial position with a real cash position of \$7.8m. Working capital of 125.0%.

CONSULTATION/COMMUNICATION

The Council, after passing a resolution giving its approval in principle to the performance statement and financial statements, must submit the statements to the auditor for reporting on the audit.

The Mayor must report on the implementation of the Council Plan by presenting the annual report at a Council meeting open to the public.

FINANCIAL & RESOURCE IMPLICATIONS

The financial statements were prepared internally by Council officers.

RISK MANAGEMENT

Any risks in relation to this report have been discussed in the report above.

CONCLUSION

Council's year end result is a surplus of \$4.8m (\$10.7m budget and \$4.5m prior year).

The Capital Works program delivered for 2022/23 was \$14.6m (\$19m budgeted and \$7m in prior year).

The budget included a number of capital projects which have not been recognised in the 2022/23 year, due to the timing of grants and associated works. As works continue to be delivered, associated grant revenue will be recognised during the 2023/24 financial year.

Officers will be seeking Councillors to give their approval in principle to the Annual Financial Report and Performance Statement for the 2022/2023 financial year.

Also seeking nomination of two Councillors to certify the Financial and Performance Statements in their final form on behalf of, and with the full authority of the Council.

ATTACHMENTS

- 8.1.1 Draft Financial Statements
- 8.1.2 Draft Performance Statement
- 8.1.3 Governance and Management Checklist

8.1.1

**Central Goldfields Shire
ANNUAL FINANCIAL REPORT
*For the Year Ended 30 June***

Central Goldfields Shire Council

Financial Report

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Central Goldfields Shire Council
Financial Report
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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

Mick Smith FCPA
Principal Accounting Officer

Dated : <Date>
Maryborough

In our opinion, the accompanying financial statements present fairly the financial transactions of the <Council name> for the year ended 30 June 2023 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.

Lucy Roffey
Chief Executive Officer

Dated : <Date>
Maryborough

Central Goldfields Shire Council

2022/2023 Financial Report

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Comprehensive Income Statement For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Income / Revenue			
Rates and charges	3.1	16,628	16,166
Statutory fees and fines	3.2	564	532
User fees	3.3	1,936	1,753
Grants - operating	3.4	12,419	10,774
Grants - capital	3.4	8,848	6,646
Contributions - monetary	3.5	271	370
Contributions - non monetary	3.5	-	398
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(64)	(19)
Other income	3.7	1,007	275
Total income / revenue		41,609	36,895
Expenses			
Employee costs	4.1	15,459	15,193
Materials and services	4.2	13,926	10,283
Depreciation	4.3	6,849	6,433
Amortisation - right of use assets	4.4	62	93
Bad and doubtful debts - allowance for impairment losses	4.5	23	13
Borrowing costs	4.6	80	26
Finance costs - leases	4.7	15	9
Other expenses	4.8	360	355
Total expenses		36,774	32,405
Surplus/(deficit) for the year		4,835	4,490
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	43,420	41,186
Total other comprehensive income		43,420	41,186
Total comprehensive result		48,255	45,676

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	5,180	3,552
Trade and other receivables	5.1	2,804	2,854
Other financial assets	5.1	11,500	17,000
Inventories	5.2	14	14
Prepayments	5.2	267	168
Non-current assets classified as held for sale	6.1	245	245
Other assets	5.2	868	625
Total current assets		20,878	24,458
Non-current assets			
Property, infrastructure, plant and equipment	6.2	405,571	354,626
Right-of-use assets	5.8	354	202
Total non-current assets		405,925	354,828
Total assets		426,803	379,286
Liabilities			
Current liabilities			
Trade and other payables	5.3	4,850	2,897
Trust funds and deposits	5.3	653	480
Unearned income/revenue	5.3	8,240	12,018
Provisions	5.5	2,881	2,477
Interest-bearing liabilities	5.4	-	678
Lease liabilities	5.8	79	60
Total current liabilities		16,704	18,610
Non-current liabilities			
Provisions	5.5	596	298
Interest-bearing liabilities	5.4	2,089	1,411
Lease liabilities	5.8	267	137
Total non-current liabilities		2,952	1,846
Total liabilities		19,656	20,456
Net assets		407,147	358,830
Equity			
Accumulated surplus		134,324	129,489
Reserves	9.1	272,823	229,341
Total Equity		407,147	358,830

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity For the Year Ended 30 June 2023

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023					
Balance at beginning of the financial year		358,829	129,489	228,875	465
Surplus/(deficit) for the year		4,835	4,835	-	-
Net asset revaluation increment/(decrement)	6.2	43,420	-	43,420	-
Transfers to other reserves	9.1	-	-	-	-
Transfers from other reserves	9.1	63	-	-	63
		<u>407,147</u>	<u>134,324</u>	<u>272,295</u>	<u>528</u>
Balance at end of the financial year		407,147	134,324	272,295	528

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022					
Balance at beginning of the financial year		313,154	124,999	187,689	466
Surplus/(deficit) for the year		4,490	4,490	-	-
Net asset revaluation increment/(decrement)	6.2	41,186	-	41,186	-
Transfers to other reserves	9.1	-	-	-	-
Transfers from other reserves	9.1	-	-	-	-
		<u>358,830</u>	<u>129,489</u>	<u>228,875</u>	<u>466</u>
Balance at end of the financial year		358,830	129,489	228,875	466

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2023

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		16,547	16,520
Statutory fees and fines		565	532
User fees		2,160	1,887
Grants - operating		8,846	10,067
Grants - capital		12,421	7,417
Contributions - monetary		271	370
Interest received		-	80
Dividends received		-	-
Trust funds and deposits taken		-	-
Other receipts		48	195
		8	
Net GST refund/payment		2,314	1,809
Employee costs		(14,842)	(14,979)
Materials and services		(17,923)	(12,499)
Short-term, low value and variable lease payments		-	-
Trust funds and deposits repaid		(153)	(40)
Other payments		(360)	(355)
Net cash provided by/(used in) operating activities		10,334	11,004
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(14,795)	(10,831)
Proceeds from sale of property, infrastructure, plant and equipment		-	-
Payments for investments		-	-
Proceeds from sale of investments		5,50	250
Loans and advances made		0	-
Payments of loans and advances		-	-
Net cash provided by/(used in) investing activities		(9,295)	(10,581)
Cash flows from financing activities			
Finance costs		439	(26)
Proceeds from borrowings		-	-
Repayment of borrowings		-	(668)
Interest paid - lease liability		-	-
Repayment of lease liabilities		150	(32)
Net cash provided by/(used in) financing activities		589	(726)
Net increase (decrease) in cash and cash equivalents		1,628	(303)
Cash and cash equivalents at the beginning of the financial year		3,552	3,855
Cash and cash equivalents at the end of the financial year		5,180	3,552

Financing arrangements	5.6
Restrictions on cash assets	5.1

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Property		0	0
Land		-	-
Land improvements		2,202	1,260
Total land		<u>2,202</u>	<u>1,260</u>
Buildings		7,610	3,338
Heritage buildings		-	-
Building improvements		-	-
Leasehold improvements		-	-
Total buildings		<u>7,610</u>	<u>3,338</u>
Total property		<u>9,812</u>	<u>4,598</u>
Plant and equipment			
Heritage plant and equipment		-	-
Plant, machinery and equipment		224	552
Fixtures, fittings and furniture		152	121
ICT Devices and Infrastructure		210	-
Library books		-	-
Total plant and equipment		<u>586</u>	<u>673</u>
Infrastructure			-
Roads		2,748	4,005
Bridges		-	45
Footpaths and cycleways		142	593
Drainage		1,130	550
Kerb and channel		59	61
Minor culverts		27	17
Recreational, leisure and community facilities		-	-
Waste management		-	-
Traffic control facilities		36	45
Parks, open space and streetscapes		-	39
Aerodromes		11	-
Off street car parks		-	-
Other infrastructure		55	65
Total infrastructure		<u>4,208</u>	<u>5,420</u>
Total capital works expenditure		<u>14,606</u>	<u>10,691</u>
Represented by:			
New asset expenditure		2,921	1,604
Asset renewal expenditure		4,030	3,726
Asset expansion expenditure		1,522	2,418
Asset upgrade expenditure		6,133	2,943
Total capital works expenditure		<u>14,606</u>	<u>10,691</u>

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 1 OVERVIEW

Introduction

The Central Goldfields Shire Council was established by an Order of the Governor in Council on 19th January 1995 and is a body corporate. The Council's main office is located at 22 Nolan Street, Maryborough, Victoria, 3465.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report For the Year Ended 30 June 2023

Note 2 ANALYSIS OF OUR RESULTS

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 percent or \$500k where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
Income / Revenue					
Rates and charges	16,781	16,628	(153)	-1%	
Statutory fees and fines	541	564	23	4%	
User fees	2,078	1,936	(142)	-7%	
Grants - operating	9,638	12,419	2,781	29%	1, 2, 3
Grants - capital	12,382	8,848	(3,534)	-29%	4
Contributions - monetary	119	271	152	128%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	90	(64)	(154)	-171%	6
Other income	488	1,007	519	106%	5, 7, 11
Total income / revenue	42,117	41,609	(508)	-1%	
Expenses					
Employee costs	15,176	15,459	(283)	-2%	8
Materials and services	9,085	13,926	(4,841)	-53%	3, 9
Depreciation	6,658	6,849	(191)	-3%	
Amortisation - right of use assets	91	62	29	32%	
Bad and doubtful debts - allowance for impairment losses	1	23	(22)	-2200%	
Borrowing costs	25	80	(55)	-220%	
Finance costs - leases	-	15	(15)	-10000%	
Other expenses	344	360	(16)	-5%	
Total expenses	31,380	36,774	(5,394)	-17%	
Surplus/(deficit) for the year	10,737	4,835	4,886	46%	

(i) Explanation of material variations

- 1 \$943k additional Financial Assistance Grants received following 100% prepayment of 2023-24 allocation (budgeted 75% prepayment) of untied funding
- 2 \$813k provision for Aged Care funding recall
- 3 \$980k Flood Recovery grant funding recognised, offset by increased costs in Materials and Services
- 4 \$1.79m Living Heritage grant for Maryborough Outdoor Pool will be recognised in 2023/24 when works are complete
- 5 \$63k Open Space contributions received during the year
- 6 \$64k loss on sale of PPE, notably vehicles
- 7 Additional \$500k interest received on investments (\$144k accrued).
- 8 \$280k increase in employee costs, including Workcover premium, LSL provision and salaries associated with flood works (funded)
- 9 \$200k LRCI funded projects spent on community assets, \$332k IT licencing and support, \$370k external strategic planning work (funded) and \$336k volunteer costs (offset by revenue)

Notes to the Financial Report

For the Year Ended 30 June 2023

2.1.2 Capital works

	Budget 2023	Actual 2023	Variance \$'000	Variance %	Ref
	3	3	\$'000	%	
	\$'000	\$'000			
Property					
Land	-	-	-		
Land improvements	5,288	2,202	(3,086)	-58%	1
Total land	5,288	2,202	(3,086)	-58%	
Buildings	6,352	7,610	1,258	20%	
Building improvements	-	-	-	0%	
Total buildings	6,352	7,610	1,258	20%	
Total property	11,640	9,812	(1,828)	-16%	
Plant and equipment					
Plant, machinery and equipment	770	224	(546)	-71%	
Fixtures, fittings and furniture	-	152	152	0%	
Computers and telecommunications	595	210	(385)	-65%	
Total plant and equipment	1,365	586	(779)	-57%	
Infrastructure					
Roads	3,316	2,748	(568)	-17%	
Bridges	149	-	(149)	-100%	
Footpaths and cycleways	200	142	(58)	-29%	3
Drainage	1,679	1,216	(463)	-28%	
Recreational, leisure and community facilities	-	-	-	0%	
Waste management	-	-	-	0%	
Parks, open space and streetscapes	880	-	(880)	-100%	2
Aerodromes	150	11	(139)	-93%	
Off street car parks	-	-	-	0%	
Other infrastructure	-	91	91	0%	
Total infrastructure	6,374	4,208	(2,166)	-34%	
Total capital works expenditure	19,379	14,606	(4,773)	-25%	
Represented by:					
New asset expenditure	831	2,921	2,090	252%	
Asset renewal expenditure	7,855	4,030	(3,825)	-49%	
Asset expansion expenditure	1,100	1,522	422	38%	
Asset upgrade expenditure	9,593	6,133	(3,460)	-36%	
Total capital works expenditure	19,379	14,606	(4,773)	-25%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land Improvement and Buildings	Variance caused by grant funded projects that have commenced and will be completed in 2023/2024. These include the Maryborough Railway Station Activation, Maryborough outdoor pool and community facility projects, and Goldfields Reservoir Dam Stabilisation project.
2	Parks, open space and streetscapes	Budget was spent in Land Improvements and Building Assets categories
3	Drainage	Drainage renewal works 352k budgeted was not use instead using flood event assistance funding

Notes to the Financial Report For the Year Ended 30 June 2023

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Community

Operation and maintenance of community buildings, local laws, compliance (incorporating fire prevention, environmental health, school crossings, immunisation and planning compliance), emergency management and *Go Goldfields*.

Health and Human Services

Administration of Goldfields Family Centre (incorporating family day care, long day care, kindergarten and support playgroup), maternal and child health, aged care services (incorporating personal care, respite care, home maintenance, social support and delivered meals) and youth services.

Economic Development

Promotion of tourism, including the Visitor Information Centre, Energy Breakthrough and other events, economic development and strategic planning, Administration of VicRoads, statutory planning and building control.

Culture and Heritage

Operation and maintenance of civic halls, Maryborough Regional Library and the Central Goldfields Art Gallery as well as promotion of cultural and heritage activities.

Recreation and Leisure

Operation and maintenance of parks and gardens, playgrounds, sporting and natural reserves, indoor recreation centres and swimming pools.

Transport

Administration, operation and maintenance of Maryborough Aerodrome (ALA), road networks, pathways, kerb and channelling, street beautification, street lighting, bicycle facilities, parking and maintenance of depots and plant, vehicles and machinery, and drainage maintenance.

Waste

Administration, operation and maintenance of waste disposal, waste water operation and maintenance, recycling, and public conveniences.

Administration

Shire Management including corporate planning, governance, community engagement (including customer service), people and culture services, contract management and purchasing. Corporate services including operation and maintenance of administration office, records management, information technology, property and management, financial services including administration of council finances, bank accounts, investments and loans.

**Notes to the Financial Report
For the Year Ended 30 June
2023**

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2023					
Community	3,481	4,794	(1,313)	2,656	9,074
Health & Human Services	3,919	5,392	(1,473)	2,883	257
Economic Development	1,845	998	847	1,845	7,317
Culture & Heritage	1,417	882	535	1,409	7,164
Recreation & Leisure	2,932	1,113	1,819	2,862	31,590
Transport	5,058	10,460	(5,402)	5,009	348,154
Waste & Environment	4,015	2,842	1,173	62	287
Administration	18,942	10,293	8,649	4,542	22,957
	41,609	36,774	4,835	21,268	426,800

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Community	3,173	3,651	(478)	2,518	20,401
Health & Human Services	4,673	4,910	(237)	3,575	228
Economic Development	950	955	(5)	950	8,064
Culture & Heritage	277	506	(229)	275	28,073
Recreation & Leisure	2,191	901	1,290	2,177	6,367
Transport	4,294	9,820	(5,526)	4,162	6,503
Waste & Environment	3,684	2,768	916	4	309,396
Administration	17,652	8,893	8,759	3,759	255
	36,894	32,405	4,489	17,420	379,286

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES**3.1 Rates and charges**

	2023	2022
	\$'000	\$'000

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its market value (land and building included).

The valuation base used to calculate general rates for 2022/23 was \$3,550 million (2021/22 \$2,551 million).

General rates	11,173	11,011
Municipal charge	1,654	1,634
Waste management charge	3,699	3,454
Service rates and charges	-	-
Special rates and charges	-	-
Supplementary rates and rate adjustments	-	-
Interest on rates and charges	102	67
Revenue in lieu of rates	-	-
Total rates and charges	16,628	16,166

The date of the latest general revaluation of land for rating purposes within the municipal district was 1st January 2022, and the valuation will be first applied in the rating year commencing 1st July 2022.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	27	32
Court recoveries	-	-
Town planning fees	212	218
Land information certificates	17	21
Permits	141	111
Registrations	167	148
Other	-	2
Total statutory fees and fines	564	532

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged and health services	414	480
Vic Road agency fees	276	289
Leisure centre and recreation	40	14
Child care/children's programs	583	571
Registration and other permits	21	12
Leases	122	49
Waste management services	232	211
Energy Breakthrough	141	-
Vaccinations	18	13
Other fees and charges	89	114
Total user fees	1,936	1,753

User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	1,936	1,753
Total user fees	1,936	1,753

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

2022/2023 Financial
Report

**Notes to the Financial Report
For the Year Ended 30 June
2023**

	2023	2022
	\$'00	\$'00
3.4 Funding from other levels of government	0	0
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	7,633	8,404
State funded grants	13,635	9,016
Total grants received	21,268	17,420
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants	4,442	3,759
Family day care	-	-
General home care	419	1,036
Financial Assistance Grants - roads	1,952	1,693
Other	-	-
<i>Recurrent - State Government</i>		
Community Safety	151	202
Go Goldfields	-	446
School crossing supervisors	43	37
Health and Human services	1,760	1,431
Maternal and child health	239	509
Aged care	214	366
Youth	170	102
Libraries	165	163
Recreation	-	31
Environment	16	39
Total recurrent operating grants	9,571	9,814
<i>Non-recurrent - Commonwealth Government</i>		
Heritage and Culture	25	25
<i>Non-recurrent - State Government</i>		
Economic Development	517	497
Youth	75	-
Aged Care	-	3
Community Safety	1,355	14
Libraries	3	112
Health and Human services	-	170
Heritage and Culture	117	6
Maternal and child health	1	59
Recreation	-	74
Family and children	713	-
Environment	42	-
Total non-recurrent operating grants	2,848	960
Total operating grants	12,419	10,774
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	790	790
<i>Recurrent - State Government</i>		
Aged Care	23	-
Total recurrent capital grants	813	790
<i>Non-recurrent - Commonwealth Government</i>		
Transport	780	1,101
Plant, machinery and equipment	-	-
Drainage	-	-
Footpaths and cycleways	-	-
Buildings	5	-
<i>Non-recurrent - State Government</i>		
Community	-	1,430
Drainage	939	-
Recreation	3,618	1,571
Transport	-	381
Waste and Environment	197	16
Buildings	2,496	1,357

Total non-recurrent capital grants	<u>8,035</u>	<u>5,856</u>
Total capital grants	<u>8,848</u>	<u>6,646</u>

Notes to the Financial Report For the Year Ended 30 June 2023

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose	6,395	5,452
Specific purpose grants to acquire non-financial assets	8,847	6,646
Other specific purpose grants	6,026	5,322
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	-	-
	<u>21,268</u>	<u>17,420</u>
	2023	2022
	\$'000	\$'000

(d) Unspent grants received on condition that they be spent in a specific manner

Operating		
Balance at start of year	2,212	1,505
Received during the financial year and remained unspent at balance date	3,755	1,563
Received in prior years and spent during the financial year	(2,212)	(856)
Balance at year end	<u>3,755</u>	<u>2,212</u>
Capital		
Balance at start of year	9,534	10,473
Received during the financial year and remained unspent at balance date	4,309	3,835
Received in prior years and spent during the financial year	(9,534)	(4,774)
Balance at year end	<u>4,309</u>	<u>9,534</u>

Unspent grants are determined and disclosed on a cash basis.

Notes to the Financial Report
For the Year Ended 30 June
2023

	2023	2022
	\$'00	\$'00
3.5 Contributions	0	0
Monetary	271	370
Non-monetary	-	398
Total contributions	271	768

Contributions of non monetary assets were received in relation to the following asset classes.

Land	-	332
Buildings	-	-
Roads	-	-
Other infrastructure	-	-
Other	-	66
Total non-monetary contributions	-	398

Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	168	-
Written down value of assets disposed	(232)	(19)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(64)	(19)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Interest	519	80
Dividends	-	-
Investment property rental	-	-
Other rent	21	21
Other	467	174
Total other income	1,007	275

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**Notes to the Financial Report
For the Year Ended 30 June
2023**

	2023	2022
	\$'00	\$'00
Note 4 THE COST OF DELIVERING SERVICES	0	0
4.1 (a) Employee costs		
Wages and salaries	12,637	13,079
WorkCover	400	410
Superannuation	1,489	1,280
Fringe benefits tax	87	62
Long Service Leave	606	292
Other	240	70
Total employee costs	15,459	15,193

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	65	69
Employer contributions - other funds	-	-
	<u>65</u>	<u>69</u>
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	641	608
Employer contributions - other funds	764	603
	<u>1,405</u>	<u>1,211</u>
Employer contributions payable at reporting date.	19	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contractor - Waste	2,642	2,535
Contractor - Unified	686	634
Contractors	7,402	5,042
Operating lease payments	20	17
Grants and contributions	336	465
Event Support - Energy Breakthrough	671	23
Other materials and services	2,168	1,567
Total materials and services	13,926	10,283

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

Property	1,696	1,490
Plant and equipment	255	277
Fixtures, fittings and furniture	275	269
Infrastructure	4,622	4,397
Total depreciation	6,848	6,433

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

2023	2022
\$'000	\$'000

2022/2023 Financial Report

**Notes to the Financial Report
For the Year Ended 30 June
2023**

4.4 Amortisation - Right of use assets

Property	41	72
Vehicles	-	-
IT Equipment	21	21
Total Amortisation - Right of use assets	62	93

4.5 Bad and doubtful debts - allowance for impairment losses

Parking fine debtors	-	-
Rates debtors	2	-
Other debtors	21	13
Total bad and doubtful debts - allowance for impairment losses	23	13

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	(21)	(22)
New provisions recognised during the year	(21)	(13)
Amounts already provided for and written off as uncollectible	27	14
Amounts provided for but recovered during the year	-	-
Balance at end of year	(15)	(21)

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and

4.6 Borrowing costs

Interest - Borrowings	80	26
Less capitalised borrowing costs on qualifying assets	-	-
Total borrowing costs	80	26

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset

4.7 Finance Costs - Leases

Interest - Lease Liabilities	15	9
Total finance costs	15	9

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	47	40
Auditors' remuneration - Internal Audit	57	80
Councillors' allowances	256	235
Assets written-off / impaired	-	-
Others	-	-
Total other expenses	360	355

Notes to the Financial Report For the Year Ended 30 June 2023

Note 5 OUR FINANCIAL POSITION

	2023	2022
5.1 Financial assets	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	1	1
Cash at bank	5,179	3,551
Term deposits	-	-
Total cash and cash equivalents	5,180	3,552
 (b) Other financial assets		
Current		
Term deposits - current	11,500	17,000
Total current other financial assets	11,500	17,000
Non-current		
Term deposits - non-current	-	-
Total non-current other financial assets	-	-
Total other financial assets	11,500	17,000
Total financial assets	16,680	20,552

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Notes to the Financial Report For the Year Ended 30 June 2023

	2023	2022
(c) Trade and other receivables	\$'000	\$'000
Current		
<i>Statutory receivables</i>		
Rates debtors	2,130	2,048
Special rate assessment	-	-
Infringement debtors	19	
Provision for doubtful debts - infringements	-	16
Net GST receivable	-	-
<i>Non statutory receivables</i>		
Employee related debtors	13	23
Families and childcare	59	80
Private works	2	1
Aged care	35	62
Loans and advances to community organisations	-	-
Other debtors	561	64
		5
Provision for doubtful debts - other debtors	(15)	(21)
Total current trade and other receivables	2,804	2,854
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	-	-
<i>Non statutory receivables</i>		
Loans and advances to community organisations	-	-
Total non-current trade and other receivables	-	-
Total trade and other receivables	2,804	2,854

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	605	712
Past due by up to 30 days	11	64
Past due between 31 and 180 days	27	15
Past due between 181 and 365 days	45	35
Past due by more than 1 year	-	-
Total trade and other receivables	688	826

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$15k (2022: \$21k) were impaired. The amount of the provision raised against these debtors was \$15k (2022: \$21k). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	-	-
Past due between 181 and 365 days	-	-
Past due by more than 1 year	15	-
		<u>21</u>
Total trade & other receivables	<u>15</u>	<u>21</u>

Notes to the Financial Report For the Year Ended 30 June 2023

5.2 Non-financial assets	2023	2022
(a) Inventories	\$'000	\$'000
		0
Inventories held for distribution	14	14
Total inventories	14	14

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments	267	168
Accrued income	226	45
Other	642	580
Total other assets	1,135	793

Notes to the Financial Report

For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables Current		
<i>Non-statutory payables</i>	3,482	2,120
Trade payables	563	563
Accrued salaries and wages	3	1
Accrued interest	802	213
Accrued expenses	-	-
<i>Statutory payables</i> Net	4,850	2,897
GST payable		
Total current trade and other payables		
 (b) Trust funds and deposits Current		
Refundable deposits	38	36
Fire services levy	321	303
Retention amounts	294	141
Other refundable deposits	-	-
Total current trust funds and deposits	653	480
 (c) Unearned income/revenue Current		
Grants received in advance - operating	3,755	2,212
Grants received in advance - capital	4,309	9,534
Other	176	272
Total current unearned income/revenue	8,240	12,018

Unearned income/revenue represents contract liabilities and reflect consideration of grant funding received in advance from government authorise to fund major capital works project and operating activities. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report For the Year Ended 30 June 2023

5.4 Interest-bearing liabilities	2023 \$'000	2022 \$'000
Current		
Bank overdraft	-	-
Treasury Corporation of Victoria borrowings - secured	-	-
Other borrowings - secured	-	678
Total current interest-bearing liabilities	-	678
Non-current		
Treasury Corporation of Victoria borrowings - secured	-	-
Other borrowings - secured	2,089	1,411
Total non-current interest-bearing liabilities	2,089	1,411
Total	2,089	2,089

(a) The maturity profile for Council's borrowings is:

Not later than one year	-	678
Later than one year and not later than five years	2,089	1,411
Later than five years	-	-
	2,089	2,089

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Employee	Gravel pit rehabilitat ion	Landfill restoration	Other	Total
2023	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	2,689	86	-	-	2,775
Additional provisions	2,015	(1)	-	-	2,014
Amounts used	(1,313)	-	-	-	(1,313)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	-	-	-
Balance at the end of the financial year	3,391	85	-	-	3,476
<i>Provisions - current</i>	2,881	-	-	-	2,881
<i>Provisions - non-current</i>	511	85	-	-	596
2022					
Balance at beginning of the financial year	2,506	55	-	-	2,561
Additional provisions	1,098	31	-	-	1,129
	(915)	-	-	-	(915)
	-	-	-	-	-
	2,689	86	-	-	2,775

Amounts used

Change in the discounted amount arising because of time
and the effect of any change in the discount rate

Balance at the end of the financial year

Provisions - current

Provisions - non-current

Notes to the Financial Report For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		0
Annual leave	969	872
Long service leave	1,912	1,352
	<u>2,881</u>	<u>2,224</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	263	167
Long service leave	-	-
	<u>263</u>	<u>167</u>
Total current employee provisions	<u>3,144</u>	2,391
Non-current		
Long service leave	248	298
Annual leave	-	-
Total non-current employee provisions	<u>248</u>	298
Aggregate carrying amount of employee provisions:		
Current	3,144	2,391
Non-current	248	298
Total aggregate carrying amount of employee provisions	<u>3,392</u>	2,689

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- discount rate	4.063%	3.693%
- index rate	4.350%	3.850%

Notes to the Financial Report For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
(b) Landfill restoration		
Current	-	-
Non-current	85	86
	<u>85</u>	<u>86</u>

Council is obligated to restore [landfill] site to a particular standard. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:

- discount rate	4.063%	1.400%
- index rate	6.000%	6.100%

(c) Other provisions

Current	-	-
Non-current	-	-
	<u>-</u>	<u>-</u>

Key assumptions:

- discount rate	-	-
- index rate	-	-

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

Bank overdraft	-	-
Borrowings	2,089	2,089
Credit card facilities	50	50
Treasury Corporation of Victoria facilities	-	-
Other facilities	-	-
Total facilities	<u>2,139</u>	<u>2,139</u>

Used facilities	-	-
Unused facilities	<u>2,139</u>	<u>2,139</u>

Notes to the Financial Report For the Year Ended 30 June 2023

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	1 year	years	years	years	\$'000
2023	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Management of council facilities	722	722	722	-	2,166
Greenhouse Reporting	3	3	3	-	9
Garbage collection	774	-	-	-	774
ICT Backup	42	42	42	-	126
Consultancies	712	-	-	-	712
Workcover services	80	-	-	-	80
Cleaning contracts for council buildings	200	-	-	-	200
Meals for delivery	108	-	-	-	108
Total	2,641	767	767	-	4,175
Capital					
Building	88	-	-	-	88
Drainage	1,200	-	-	-	1,200
Other Infrastructure	1,089	-	-	-	1,089
Plant & Equipment	500	-	-	-	500
Recreation	2,112	-	-	-	2,112
Roads	1,499	-	-	-	1,499
Total	6,488	-	-	-	6,488
2022					
	Not later than	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	1 year	years	years	years	\$'000
2022	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Management of council facilities	704	722	2,166	0	3,592
Recycling	-	-	-	-	-
Garbage collection	1,971	2,188	-	-	4,159
Open space management	-	-	-	-	-
Consultancies	-	-	-	-	-
Home care services	-	-	-	-	-
Cleaning contracts for council buildings	-	-	-	-	-
Meals for delivery	108	109	-	-	217
Total	2,783	3,019	2,166	-	7,968
Capital					
Buildings	1,863	1,020	-	-	2,883
Recreation	6,694	7,018	-	-	13,712
Roads	963	2,020	-	-	2,983
Drainage	610	1,220	-	-	1,830
Total	10,130	11,278	0	0	21,408

10,130	11,278	-	-	21,408
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Notes to the Financial Report For the Year Ended 30 June 2023

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2023 \$'000	2022 \$'000
Not later than one year	-	-
Later than one year and not later than five years	-	-
Later than five years	-	-
	-	-
	-	-

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and

- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Notes to the Financial Report For the Year Ended 30 June 2023

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

<i>Right-of-Use Assets</i>	Property	Other, etc.	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2022	140	62	202
Additions	214	-	214
Amortisation charge	(41)	(21)	(62)
Balance at 30 June 2023	313	41	354

<i>Lease Liabilities</i>	2023	2022
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	79	60
One to five years	267	137
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	346	197

Lease liabilities included in the Balance Sheet at 30 June:

Current	79	60
Non-current	267	137

Total lease liabilities	346	197
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Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less

Expenses relating to:	2023	2022
	\$'000	\$'000
Short-term leases	-	-
Leases of low value assets	-	-
Total	-	-

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6 ASSETS WE MANAGE	2023	2022
6.1 Non current assets classified as held for sale	\$'000	\$'000
Cost of acquisition	245	245
Capitalised development costs (eg roads, drainage)	-	-
Borrowing costs capitalised during development	-	-
Total non current assets classified as held for sale	245	245
Capitalisation rate used in the allocation of borrowing costs	0%	0%

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

**Notes to the Financial Report
For the Year Ended 30 June
2023**

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2022 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	Carrying amount 30 June 2023 \$'000
Property	24,854	-	-	4	-	-	-	-	24,858
Buildings	39,922	-	-	2,762	(1,696)	(2)	-	9,436	50,422
Plant and equipment	5,437	-	-	12	(530)	(230)	-	580	5,269
Infrastructure	277,479	-	-	40,642	(4,622)	-	-	3,259	316,758
Work in progress	6,934	14,606	-	-	-	-	-	(13,275)	8,265
	354,626	14,606	-	43,420	(6,848)	(232)	-	-	405,571

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	-	-	-	-	-
Land	1,405	2,202	-	(2,445)	1,162
Buildings	3,773	7,610	-	(6,991)	4,392
Plant and equipment	20	586	-	(580)	26
Infrastructure	1,736	4,208	-	(3,259)	2,685
Total	6,934	14,606	-	(13,275)	8,265

**Notes to the Financial Report
For the Year Ended 30 June
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(a) Property

	Land - specialised	Land - non specialised	Land improvements	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Building improvements	Leasehold improvements	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	670	24,184	-	24,854	-	99,677	-	-	-	99,677	5,178	129,709
Accumulated depreciation at 1 July 2022	-	-	-	-	-	(59,755)	-	-	-	(59,755)	-	(59,755)
	670	24,184	-	24,854	-	39,922	-	-	-	39,922	5,178	69,954
Movements in fair value												
Additions	-	-	-	-	-	-	-	-	-	-	9,812	9,812
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	3	-	3	-	2,762	-	-	-	2,762	-	2,765
Disposal	-	-	-	-	-	(10)	-	-	-	(10)	-	(10)
Write-off	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	9,436	-	-	-	9,436	(9,436)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
	-	3	-	3	-	12,188	-	-	-	12,188	376	12,567
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	-	(1,696)	-	-	-	(1,696)	-	(1,696)
Accumulated depreciation of disposals	-	-	-	-	-	8	-	-	-	8	-	8
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	(1,688)	-	-	-	(1,688)	-	(1,688)
At fair value 30 June 2023	670	24,187	-	24,857	-	111,865	-	-	-	111,865	5,554	142,276
Accumulated depreciation at 30 June 2023	-	-	-	-	-	(61,443)	-	-	-	(61,443)	-	(61,443)
Carrying amount	670	24,187	-	24,857	-	50,422	-	-	-	50,422	5,554	80,833

**Notes to the Financial Report
For the Year Ended 30 June
2023**

(b) Plant and Equipment

	Heritage plant and equipment	Plant machinery and equipment	Fixtures fittings and furniture	Artwor k collecti on	Computers and telecomms	Library books	Works in progres s	Total plant and equipment
	\$'00 0	\$'000	\$'000	\$'00 0	\$'00 0	\$'000	\$'000	\$'000
At fair value 1 July 2022	-	7,851	1,665	612	-	355	20	10,503
Accumulated depreciation at 1 July 2022	-	(4,116)	(929)	-	-	-	(5,045)	-
	-	3,735	736	612	-	355	20	5,459
Movements in fair value								
Additions	-	-	-	-	-	-	586	586
Contributions	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	12	-	12
Disposal	-	(690)	(95)	-	-	(3)	-	(788)
Write-off	-	-	-	-	-	-	-	-
Transfers	-	227	352	-	-	-	(579)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
	-	(462)	257	-	-	9	7	(189)
Movements in accumulated depreciation								
Depreciation and amortisation	-	(255)	(275)	-	-	-	-	(530)
Accumulated depreciation of disposals	-	464	94	-	-	-	-	558
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
	-	209	(181)	-	-	-	-	28
At fair value 30 June 2023	-	7,389	1,922	612	-	364	27	10,314
Accumulated depreciation at 30 June 2023	-	(3,907)	(1,110)	-	-	-	-	(5,017)
Carrying amount	-	3,481	813	612	-	364	27	5,297

**Notes to the Financial Report
For the Year Ended 30 June
2023**

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community facilities	Waste Management	Parks open space and streetscapes	Airports	Off street parks Infrastructure	Other	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	260,037	43,687	10,598	24,372	-	-	-	-	-	36,621	1,736	377,051
Accumulated depreciation at 1 July 2022	(59,753)	(13,248)	(4,303)	(7,286)	-	-	-	-	-	(13,246)	-	(97,836)
	200,284	30,439	6,295	17,086	-	-	-	-	-	23,375	1,736	279,215
Movements in fair value												
Additions	-	-	-	-	-	-	-	-	-	-	4,208	4,208
Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	18,901	7,898	3,143	11,112	-	-	-	-	-	(411)	-	40,643
Disposal	-	-	-	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	2,073	-	130	1,032	-	-	-	-	-	23	(3,259)	(1)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
	20,974	7,898	3,273	12,144	-	-	-	-	-	(388)	949	44,850
Movements in accumulated depreciation												
Depreciation and amortisation	(3,083)	(501)	(265)	(384)	-	-	-	-	-	(389)	-	(4,622)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	(3,083)	(501)	(265)	(384)	-	-	-	-	-	(389)	-	(4,622)
At fair value 30 June 2023	281,011	51,585	13,871	36,516	-	-	-	-	-	36,233	2,685	421,901
Accumulated depreciation at 30 June 2023	(62,836)	(13,749)	(4,568)	(7,670)	-	-	-	-	-	(13,635)	-	(102,458)
Carrying amount	218,175	37,836	9,302	28,846	-	-	-	-	-	22,598	2,685	319,443

Notes to the Financial Report For the Year Ended 30 June 2023

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
		\$'000
<i>Asset recognition thresholds and depreciation periods</i>		
Land & land improvements		
land	-	-
land improvements	5 - 100 years	2
Buildings		
buildings	50 - 250 years	5
building and leasehold improvements	15 - 125 years	2
Plant and Equipment		
fixture, fittings and furniture	2 - 20 years	2
plant, machinery and equipment	2 - 40 years	2
computers and telecommunications	2 - 10 years	2
Infrastructure		
roads - pavements, substructure, formation and earthworks	15 - 60 years	20
roads - kerb, channel and minor culverts and other	20 - 100 years	5
bridges and major culverts	70 - 100 years	20
footpaths and cycleways	30 - 50 years	5
drainage	40 - 100 years	5
minor culverts	100 years	5
monuments	200 years	2
waste water assets	60 years	10
traffic control facilities	10-50 years	5
Intangible assets	5 - 100 years	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful

life. Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

Notes to the Financial Report For the Year Ended 30 June 2023

Valuation of land and buildings

Valuation of land and buildings were undertaken by using Valuer-General Victoria vacant land indexation factors for the Financial Year 2022-2023. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. An indexed based revaluation was conducted in the current year, this valuation was based on Valuer-General Victoria vacant land indexation factors for the Financial Year 2022-2023, a full revaluation of these assets will be conducted in 2025/26.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	-	-	24,187	Jun-23	Index
Specialised land	-	-	670	Jun-23	Index
Buildings	-	-	50,422	Jun-23	Index
Total	-	-	75,279		

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a management valuation undertaken by Shepherd Services Pty Ltd.

The date and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on Australian Bureau of Statistic(ABS) price indices table 6427.0 Producer Price Indexes, Australia. Table 17. Index Number 3101, "Road and bridge Construction Victoria" for each asset class, a full revaluation of these assets was also conducted in the current year by Shepherd Services Pty Ltd.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of

valuation. Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023

are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	218,175	July 22 & June 23	Full & Index
Bridges	-	-	37,837	July 22 & June 23	Full & Index
Footpaths and cycleways	-	-	9,303	July 22 & June 23	Full & Index
Drainage	-	-	28,845	July 22 & June 23	Full & Index
Other infrastructure	-	-	22,598	July 22 & June 23	Full & Index
Total	-	-	316,758		

Notes to the Financial Report For the Year Ended 30 June 2023

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$186 and \$378 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$375 to \$5,896 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 2 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2023	2022
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	670	670
Total specialised land	670	670

Notes to the Financial Report For the Year Ended 30 June 2023

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Council does not have any investments in associates, joint ventures or subsidiaries.

(b) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

The below is a listing of relevant community asset committees

- a) Adelaide Lead Hall
- b) Daisy Hill Community Hall
- c) Dunolly Historic Precinct Management
- d) Talbot Community Homes
- e) Talbot Town Hall

Notes to the Financial Report For the Year Ended 30 June 2023

Note 7 PEOPLE AND RELATIONSHIPS

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Central Goldfields Shire Council is the parent entity.

Subsidiaries and Associates

As at 30 June 2023, Council does not have any interests in any subsidiaries and/or associates.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Central Goldfields Shire Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of KMP at any time during the year are:

	2023	2022
	No.	No.
Councillors		
Mayor - Grace La Vella (from 15th Nov 22 to 30 Jun 23)	1	1
Councillor Chris Meddows-Taylor (Mayor 1st July 22 to 14th Nov 22)	1	1
Councillor Liesbeth Long	1	1
Councillor Gerard Murphy	1	1
Councillor Wayne Sproull	1	1
Councillor Geoff Lovett	1	1
Councillor Anna De Villiers	1	1
Chief Executive Officer - Lucy Roffey	1	1
General Manager Community Wellbeing - Emma Little	1	1
General Manager Corporate Performance - Mick Smith	1	1
General Manager Infrastructure Assets & Planning - Matthew Irving	1	1
General Manager Infrastructure Assets & Planning (Acting) - Phillip Schier (March 2022 to Jun 2022)	0	1
General Manager Community Wellbeing (Acting) - Emma Little (April 2022 to Jun 2022)	0	1
Total Number of Councillors	7	7
Total of Chief Executive Officer and other Key Management Personnel	4	6
Total Number of Key Management Personnel	11	13

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023	2022
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,084,742	1,047,702
Other long-term employee benefits	1,464	8,983
Post-employment benefits	-	-
Termination benefits	-	26,506
Total	1,086,206	1,083,191

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2023	2022
	No.	No.
\$20,000 - \$29,999	5	6
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	1
\$140,000 - \$149,999	-	2
\$150,000 - \$159,999	-	1
\$170,000 - \$179,999	1	-
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	1	1
\$200,000 - \$209,999	1	-
\$250,000 - \$259,999	-	1
\$270,000 - \$279,999	1	-
	11	13

**Notes to the Financial Report
For the Year Ended 30 June
2023**

	2023	2022
	\$'00	\$'00
7.2 Related party disclosure	0	0
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties.		
<i>Include aggregate details and disclose each type of transaction, the nature of the terms and conditions relating to the transaction and the aggregate amount of each type of transaction.</i>		
Purchase of goods and services under normal trading terms		
- Payments to Central Victorian Greenhouse Alliance (Councillor Liesbeth Long is a board member)	10	11
Purchase of goods and services under normal trading terms		
- Payments to Coliban Water (CEO Lucy Roffey is a Board Director)	8	11
Purchase of goods and services under normal trading terms		
- Payments to Unified Community Sports & Leisure (Councillor Gerard Murphy is a Director)	754	772
Purchase of goods and services under normal trading terms		
- Payments to Central Highlands Water (Audit Committee Member Linda McNeill is an Audit Committee Member)	287	146
(b) Outstanding balances with related parties		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties		
Purchase of goods and services under normal trading terms		
- Payments to Central Highlands Water (Audit Committee Member Linda McNeill is an Audit Committee Member)	319	
(c) Commitments to/from related parties		
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:		
<i>Include aggregated details of commitments to or from related parties.</i>		
Payments to Unified Community Sports & Leisure (Councillor Gerard Murphy is a Director) A contract with Unified Community Sports and Leisure expires June 2026 <i>*prior year balance of contract reported at \$2.8m. Comparative change only</i>	2,166	3,592

Notes to the Financial Report For the Year Ended 30 June 2023

Note 8 MANAGING UNCERTAINTIES

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

Developer contributions are to be received in respect of land currently under development. At this point in time their timing and potential amount cannot be reliably assessed.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

At balance date the Council are not aware of any contingent liabilities.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Central Goldfields Shire Council has paid unfunded liability payments to Vision Super totalling \$65k (\$69k in 2021/22 financial year). There were no contributions outstanding and no loans issued from or to the above schemes as at June 30, 2023. The expected contributions to be paid to the Defined Benefits category of Vision Super for the year ending 30 June 2024 is \$67k.

Landfill

Council owns a non operational landfill

Insurance claims

Whilst Council has insurance claims relating to the October 2022 flood event, these are not expected to have a material impact on Council's operations.

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

Notes to the Financial Report

For the Year Ended 30 June 2023

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**Notes to the Financial Report
For the Year Ended 30 June
2023****(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset. To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 2% and -1% in market interest rates (AUD) from year-end rates of 5%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report

For the Year Ended 30 June 2023

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	3 years
Buildings	3 years
Roads	3 years
Bridges	3 years
Footpaths and cycleways	3 years
Drainage	3 years
Recreational, leisure and community facilities	3 years
Waste management	3 years
Parks, open space and streetscapes	3 years
Aerodromes	3 years
Other infrastructure	3 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not

exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Aged Care Exit

At the Council Meeting held on 22 August, 2023, Council resolved to cease the delivery of Aged Care services in the shire. The costs associated with redundancy pay have not been included in the 2022/23 financial statements

Notes to the Financial Report
For the Year Ended 30 June
2023

Note 9 OTHER MATTERS

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Share of increment (decrement) on revaluation by an associate \$'000	Balance at end of reporting period \$'000
9.1 Reserves				
(a) Asset revaluation reserves				
2023				
Property				
Land and land improvements	17,661	4	-	17,665
Buildings	20,344	2,762	-	23,106
	<u>38,005</u>	<u>2,766</u>	<u>-</u>	<u>40,771</u>
Property and equipment				
Library book stock	367	12	-	379
	<u>367</u>	<u>12</u>	<u>-</u>	<u>379</u>
Infrastructure				
Roads	136,344	18,901	-	155,245
Kerb and Channel	11,046	(2,009)	-	9,037
Bridges and major culverts	22,184	7,898	-	30,082
Footpaths and cycleways	4,563	3,143	-	7,706
Drainage	7,580	11,112	-	18,692
Minor culverts	7,961	485	-	8,446
Monuments	371	86	-	457
Recreational, leisure and community facilities	-	-	-	-
Waste management	277	926	-	1,203
Traffic control facilities	169	101	-	270
Parks, open space and streetscapes	-	-	-	-
Aerodromes	-	-	-	-
Offstreet car parks	-	-	-	-
Other infrastructure	-	-	-	-
	<u>190,495</u>	<u>40,643</u>	<u>-</u>	<u>231,138</u>
Total asset revaluation reserves	<u>228,866</u>	<u>43,422</u>	<u>-</u>	<u>272,288</u>
2022				
Property				
Land and land improvements	4,813	12,848	-	17,661
Buildings	12,968	7,376	-	20,344
	<u>17,781</u>	<u>20,224</u>	<u>-</u>	<u>38,005</u>
Property and equipment				
Library book stock	367	-	-	367
	<u>367</u>	<u>-</u>	<u>-</u>	<u>367</u>
Infrastructure				
Roads	121,718	14,626	-	136,344
Kerb and Channel	10,193	853	-	11,046
Bridges and major culverts	19,914	2,270	-	22,184
Footpaths and cycleways	4,137	426	-	4,563
Drainage	5,716	1,864	-	7,580
Minor culverts	7,198	763	-	7,961
Monuments	304	67	-	371
Recreational, leisure and community facilities	-	-	-	-
Waste management	263	14	-	277
Traffic control facilities	90	79	-	169
Parks, open space and streetscapes	-	-	-	-
Aerodromes	-	-	-	-
Offstreet car parks	-	-	-	-
Other infrastructure	-	-	-	-
	<u>169,533</u>	<u>20,962</u>	<u>-</u>	<u>190,495</u>
Total asset revaluation reserves	<u>187,681</u>	<u>41,186</u>	<u>-</u>	<u>228,866</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000 0	Balance at end of reporting period \$'000
(b) Other reserves				
2023				
Unfunded superannuation	450	-	-	450
Open space	130	63	-	192
Total Other reserves	580	63	-	642
2022				
Unfunded superannuation	450	-	-	450
Open space	28	102	-	130
Total Other reserves	478	102	-	580

Unfunded Superannuation.

This reserve is used to assist in funding future liabilities related to Defined Benefits Superannuation. Transfers to and from the reserve are based on the budgeted reserve position at the end of the reporting period.

Open Space

This reserve contains contributions paid by developers undertaking the subdivision of residential land. These funds are required to be expended on the creation or expansion of recreational opportunities for the community, and are held until such time the relevant expenditure is incurred.

Notes to the Financial Report For the Year Ended 30 June 2023

	2023	2022
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)	\$'000	\$'000
Surplus/(deficit) for the year	4,835	4,490
Profit/(loss) on disposal of property, infrastructure, plant and equipment	(64)	19
Finance costs	95	35
Depreciation and amortisation	6,911	6,526
Impairment losses	-	-
Contributions - Non-monetary assets	-	(398)
Bad Debts	23	13
Other	-	-
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	50	354
(Increase)/decrease in prepayments	(99)	(25)
Increase/(decrease) in accrued income	211	-
Increase/(decrease) in trade and other payables	1,953	(11)
(Decrease)/increase in unearned income /revenue	(3,778)	(168)
(Decrease)/increase in other liabilities	-	-
(Increase)/decrease in inventories	-	(5)
(Decrease)/increase in provisions	702	214
Increase/(decrease) in trust funds and deposits	173	(40)
Increase/(decrease) in interest bearing liabilities	(678)	-
Net cash provided by/(used in) operating activities	<u>10,334</u>	<u>11,004</u>

9.3 Superannuation

Council makes [all/the majority] of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of [Employer name] in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7%

pa Salary information 3.5% pa
Price inflation (CPI) 2.8% pa

Notes to the Financial Report For the Year Ended 30 June 2023

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa
thereafter Price inflation (CPI) 3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	45.7	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	112.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of Scheme	Rate	2023 \$'000	2022 \$'000
Vision super	Defined benefits	10.5% (2022:10.0%)	65	69
Vision super	Accumulation	10.5% (2022:10.0%)	641	608
Other super fund	Accumulation	10.5% (2022:10.0%)	764	603

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$67,000.

Note 10 CHANGE IN ACCOUNTING POLICY

There have been no changes to accounting policies in the 2022-23 year.

8.1.2

Central Goldfields Shire Council Performance Statement

For the year ended 30 June 2023



Performance Statement

For the year ended 30 June 2023

Description of municipality

Located at the geographical centre of Victoria, Central Goldfields Shire covers 1,532 square kilometres and has an approximate population of 13,000 people.

Maryborough is the Shire's major business centre with a population of around 7,900. Maryborough has gained recognition in recent years as having some of the finest sporting facilities in regional Victoria, together with significant historical buildings dating back to the goldmining era of the 1850's.

Other towns in the shire include, Bealiba, Carisbrook, Dunolly, Majorca, Talbot and Timor- Bowenvale and the rural districts surrounding these centres. All are famous for their heritage architecture and significant agricultural industries.

The shire is currently experiencing moderate growth with key infrastructure projects and residential developments reaching fruition.

The State Government's commitment to the shire has seen investments in the areas of health, education, and law and order, together with assistance to economic development activities initiated by Council.

The shire is located within one hour's drive from main regional centres of Ballarat and Bendigo and just two hours from Melbourne.

The first democratically elected council for Central Goldfields Shire was elected on 15 March, 1997. In 2005, the Minister for Local Government determined that the number of Councillors to represent the shire be increased from five to seven. This is under review by the Minister for Local Government at the time of this report being issued.

Central Goldfields Shire Council elected seven Councillors during 2020/21 for a four year term, beginning in November 2020.

Overview of 2023

IN BRIEF Council recorded an operating surplus of \$4.8m for the 2022-23 financial year, a \$5.8m variance on budget. The variance to budget is a result of a few main items, notably;

- October Flooding Event. The event has resulted in additional operational costs with clearing of debris as well as beginning the work around repairing the roads damaged at this time.
- Timing of Federal Assistance Grant. This annual grant was prepaid in Council in June 2023. This funding is the 2023-24 allocation but as it is untied funding, it must be recognised in the financials when we receive it. Whilst this is a boost to the 2022/23 bottom line, it postpones the risk of the Federal Government withdrawing this prepayment.

Other impacts to Council include

- Project delivery within budget. The combined impact of CPI increases together with variances in tender submissions, both in terms of pricing and number of submissions has impacted Council's ability to delivery projects within budget
 - As with the entire sector, Council has been impacted by the turnover of staff in key roles within the organisation. This has impacted the momentum and continuity of projects across Council.
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Sustainable Capacity Indicators

For the year ended 30 June 2023

<i>Indicator / measure</i> [formula]	Results				Comment
	2020	2021	2022	2023	
Population					
C1 <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,174.20	\$2,421.53	\$2,475.21	\$2,728.72	Additional costs included in 22/23 financials relating grant funded programs including response to Flooding Event in October 2022.
C2 <i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$22,493.02	\$22,690.37	\$25,188.82	\$28,198.95	Infrastructure revaluation undertaken in 2022/23
C3 <i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	10.30	9.92	9.88	10.28	In line with rolling four year average
Own-source revenue					
C4 <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,378.36	\$1,373.37	\$1,428.89	\$1,491.42	In line with rolling four year average

Recurrent grants

C5	<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$711.13	\$794.49	\$809.96	\$709.25	In line with rolling four year average
	Disadvantage					
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	1.00	1.00	1.00	1.00	In line with previous years
	Workforce turnover					
C7	<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	14.5%	20.3%	21.6%	17.9%	Decreased turnover rate pleasing with a focus on staff wellbeing, noting there continues to be ongoing recruitment and retention challenges for all Councils.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred

to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet

website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Animal management prosecutions

[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100

<p>Food Safety</p> <p>Health and safety</p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	<p>0.00%</p>	<p>75.00%</p>	<p>100.00%</p>	<p>80.00%</p>	<p>Some minor non compliance issues that did not require follow up were incorrectly recorded as major non compliance notifications. The three incorrectly recorded minor non compliance issues were closed off following initial inspection as per relevant legislative requirements, leading to the 80% result. All major non compliance issues that did require follow up were carried out as per relevant legislative requirements.</p>
<p>Governance</p> <p>Satisfaction</p> <p><i>Satisfaction with council decisions</i></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	<p>49</p>	<p>51</p>	<p>50</p>	<p>49</p>	<p>Result is consistent with previous years</p>
<p>Libraries</p> <p>Participation</p>					

<p><i>Active library borrowers in municipality</i></p> <p>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</p>	<p>11.16%</p>	<p>9.20%</p>	<p>7.86%</p>	<p>7.68%</p>	<p>There has been a steady increase in borrowers coming back to the library post-COVID in the latter part of the year.</p>
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<p>Maternal and Child Health (MCH)</p> <p>Participation Participation in the MCH service</p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p> <p>Participation Participation in the MCH service by Aboriginal children</p> <p>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	82.97%	70.15%	87.93%	93.18%	<p>Data similar to last year. Service saw 102/98 families at the 4 week KAS, and this high figure was due to families enrolling in service after their Birth Notice was triaged at a different LGA.</p> <p>Due to the small number of children, variations can occur from year to year.</p>
<p>Roads</p> <p>Satisfaction</p>					

<p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	51	50	45	38	<p>The reduction in satisfaction result could be attributed to a mix of factors including, reduced service level on the local road network from October 2022 flood event and overall poor condition of state managed arterial road network being perceived as responsibility of Local Government.</p>
<p>Statutory Planning</p>					

<p>Decision making <i>Council planning decisions upheld at VCAT</i></p> <p>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</p>	100.00%	100.00%	100.00%	50.00%	Whilst the result has reduced due to one out of two VCAT cases setting aside Council's decision, the relative number of decisions appealed at VCAT remains very low.
<p>Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	45.07%	45.00%	43.31%	44.82%	Result is consistent with previous years

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that

Act "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of

that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until

school age "population" means the resident population estimated by council

Financial Performance Indicators

For the year ended 30 June 2023

Dimension/indicator/measure	Results			Forecasts					Material Variations and Comments
	2020	2021	2022	2023	2024	2025	2026	2027	
Efficiency									
Expenditure level									
<i>Expenses per property assessment</i>	\$3,385.97	\$3,962.83	\$4,050.69	\$4,246.73	\$3,946.40	\$3,969.11	\$3,991.93	\$4,014.87	Additional costs included in 22/23 financials relating to Flooding Event in October 2022. Whilst these are funded, the impact is increased costs per assessment
[Total expenses / Number of property assessments]									
Revenue level									
<i>Average rate per property assessment</i>	\$1,419.04	\$1,543.80	\$1,580.63	\$1,478.58	\$1,568.48	\$1,615.52	\$1,655.98	\$1,697.33	Farm property valuations have seen large increases again for the 2022/23 year, impacting the rating share of the overall ratable revenue, noting the overall increase remains within the rate cap.
[Total rate revenue (general rates and municipal charges) / Number of property assessments]									
Liquidity									
Working capital									

<i>Current assets compared to current liabilities</i>	160.79%	135.38%	131.44%	125.00%	151.40%	153.28%	160.61%	172.53%	Cash received in prior years to fund future capital works projects has been spent and projects completed
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[Current assets / Current liabilities] x100 Unrestricted cash										
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	-1.12%	-46.30%	43.28%	46.62%	56.74%	57.71%	61.12%	66.63%		Cash received in prior years to fund future capital works projects has been spent and projects completed
Obligations										
Loans and borrowings										
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	21.88%	17.54%	12.92%	12.56%	11.84%	11.50%	11.22%	10.94%		In line with prior year. No reduction due to loan being refinanced.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.16%	3.84%	4.29%	0.48%	0.20%	0.19%	0.19%	0.19%		Council approved halting loan principal repayments until June 2027 due to need for working capital to fund capital works
Indebtedness										
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	3.10%	13.40%	9.87%	14.66%	33.08%	33.36%	34.52%	35.83%		Loan refinanced during 2022/23
Asset renewal and upgrade										
<i>Asset renewal and upgrade compared to depreciation</i>	97.12%	87.95%	103.66%	148.39%	245.54%	95.96%	90.20%	90.80%		Increased funding received from external parties has enabled additional spend on renewal works throughout

<p>[Asset renewal and asset upgrade expense / Asset depreciation] x100</p>						<p>shire.</p>
<p>Operating position</p>						

<p>Adjusted underlying result</p> <p>Adjusted underlying surplus (or deficit)</p> <p>[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100</p>	-3.63%	-11.70%	-7.05%	-9.51%	-0.16%	-4.35%	-2.68%	-0.74%	<p>Additional expenditure in key strategic risk areas, together with increased depreciation following the asset revaluation</p>
<p>Stability</p> <p>Rates concentration</p> <p>Rates compared to adjusted underlying revenue</p> <p>[Rate revenue / Adjusted underlying revenue] x100</p>	54.86%	55.37%	53.40%	49.43%	51.60%	55.06%	55.22%	55.21%	<p>Grant funding for flood recovery works has increased the total revenue during 2022/23 financial year (offset by costs). This has the impact of reducing the % rates make of the total revenue</p>
<p>Rates effort</p> <p>Rates compared to property values</p> <p>[Rate revenue / Capital improved value of rateable properties in the municipality] x100</p>	0.72%	0.59%	0.63%	0.47%	0.42%	0.42%	0.42%	0.41%	<p>Compounding impact of rate capping has seen a decrease in rates as compared to valuations. Municipal charge remains in line with previous years</p>

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to

above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability "current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

"population "means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service

charges "recurrent grant "means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

For the year ended 30 June 2023

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its financial plan on 27 June 2023 and which forms part of the council plan. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the *General Purpose Financial Statements*. The financial plan can be obtained by contacting council.

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Mick Smith

Principal Accounting Officer

Dated: (Date)

In our opinion, the accompanying performance statement of the *Central Goldfields Shire Council* for the year ended 30 June 2023 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.

Lucy Roffey

Chief Executive Officer

Dated: (Date)

8.1.3

Governance and Management Checklist

Item ID	Governance and Management Item	YES or NO	Date if YES (single item/date)	Date if YES (multiple items/dates)	Reason(s) if answer is No
GC1	Community engagement policy	YES	2/05/2023		
GC2	Community engagement guidelines	YES	23/03/2021	Guidelines included in Community Engagement Policy Adopted by council including IAP2 Framework	
GC3	Financial Plan	YES			
GC4	Asset Plan	YES	1/05/2022	Asset Plan 2022/2032, Magiq Doc id# 492272	
GC5	Revenue and Rating Plan	YES			
GC6	Annual budget	YES	27/06/2023	Adopted at 27/06/23 Council Meeting	
GC7	Risk policy	YES	24/03/2020		
GC8	Fraud policy	YES	24/04/2018	Magiq doc # 214075	
GC9	Municipal emergency management plan	YES	1/09/2020	Northern Victorian Integrated Municipality Emergency Management Plan, Magiq Doc #364514	
GC10	Procurement policy	YES	27/06/2023	Adopted at 27/06/23 Council Meeting	
GC11	Business continuity plan	YES		Magic Doc # 415004 whilst the version is out of date, a current version is being considered by the Executives	
GC12	Disaster recovery plan	NO			Currently under development Disaster recover currently covered under Business Continuity
GC13	Risk management framework	YES	24/03/2020	As part of Risk Management Policy, informal Risk Management Framework operates through Audit & Risk Committee MGR and Oh&S Advisor	
GC14	Audit and Risk Committee	YES	26/09/2017	Committee established in accordance with section 53 of the Local Government Act on 26 September 2017. Updated Charter was reviewed, updated and subsequently adopted by Council on the 22 February 2022	
GC15	Internal audit	YES	1/10/2018	Extension of contract for 3 year option granted in 2020	
GC16	Performance reporting framework	YES	1/08/2019	Set through the Local Government (Planning and Reporting) Regulations 2014	
GC17	Council Plan report	YES		Quarter 3 plan adopted at 30/05/23 Council Meeting	
GC18	Quarterly budget reports	YES		Finance reports adopted at Council Meetings: 22 Feb 2022, 29 March 2022, 26 April 2022, 24 May 2022, 27 September 2022, 25 October 2022, 22 November 2022, 20 December 2022, 28 March 2023 & 16 May 2023	
GC19	Risk reporting	YES		Reported at the Audit & Risk Committee, Magiq doc #'s 491587, 530951, 567625	
GC20	Performance reporting	NO			Current resource and data issues means this indicator is only reported annually.
GC21	Annual report	YES		https://www.centralgoldfields.vic.gov.au/Council/Policies-Plans-Strategies-and-Documents/Council-Documents/Annual-Report	
GC22	Councillor Code of Conduct	YES		https://www.centralgoldfields.vic.gov.au/Council/Policies-Plans-Strategies-and-Documents/Council-Policies/Councillor-Code-of-Conduct-Policy	
GC23	Delegations	YES		Updated Delegations Magiq folder # 1141 Register Magiq Doc # 571429	

GC24	Meeting procedures	YES		https://www.centralgoldfields.vic.gov.au/Council/Policies-Plans-Strategies-and-Documents/Council-Documents/Governance-Rules	
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8.2 2023-2024 COMMUNITY GRANTS PROGRAM

Author: Acting Manager – Community Partnerships

Responsible Officer: General Manager Community Wellbeing

The Officer Presenting this report, having made enquiries with relevant members of staff reports that there are disclosable interests that need to be raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide Council with a summary of the 2023-2024 Community Grants Program and to present a recommendation for recipient awarding of grant funding.

RECOMMENDATION

That Council approve the recommendations for the awarding of funds for the 2023-2024 Community Grants Program.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Community's Wellbeing

The Community's vision 1. Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities

Initiative: Central Goldfields Community Grants Program 2023-2024

BACKGROUND INFORMATION

The annual Community Grants Program provides financial support to organisations for projects and events that provide community benefit to the Shire.

At its Ordinary Meeting on 2nd May 2023, Council resolved to adopt a revised Community Support Policy to provide guidance on any Council contribution provided to community organisations, groups and committees for community grants, in-kind support and planning and building fee waivers.

This Policy has informed the delivery of the 2023-2024 Community Grants Program which provided a funding pool of \$46,000 across four grant categories - Infrastructure, Creativity/Innovation, Community Development and Climate Action (new category this year).

Applications for this year's Program opened on 26th June 2023 and closed at 5pm on 24th July 2023.

REPORT

At the closing date, forty-two applications were received with a total amount of \$202,861 requested.

All applications were assessed against the criteria outlined in the 2023-2024 Community Grants Guidelines by members of the Assessment Panel, which consisted of the Manager Tourism, Events and Culture, Coordinator Events and Volunteer Development, Acting Manager Community Partnerships and Sustainability Officer.

The Panel was supported by Audrey Bartlett, Coordinator L2P and FReeZA, who provided overall coordination of the Program.

A Conflict-of-Interest Declaration form was completed by each panel member and registered on the Conflict-of-Interest Register.

Where identified disclosable interests were declared, the relevant panel member did not assess the application and/or removed themselves from any discussion relating to that application.

The Assessment Panel ranked the applications initially by their assessment against the criteria and then had a group discussion concerning individual applications and their funding requirements, to determine a recommended allocation to align with the \$46,000 budget.

As a result, nineteen of the grant applications have been recommended for full or partial funding:

Name of the Organisation	Project title	Amount Sought (\$)	Recommended Funding amount (\$)
Committee for Maryborough	Goldfields Community Festival	\$8,000.00	\$5,000.00
Dunolly & District Neighbourhood Centre Inc.	Dunolly Neighbourhood Centre Solar Panel Project	\$2,000.00	\$1,500.00
Maryborough Community Garden	Growing and Sharing in a Changing Climate	\$1,480.00	\$1,480.00
The Welcome Record Inc.	Connect Dunolly	\$1,600.00	\$1,600.00

Maryborough Harness Racing Club Inc.	Redwood Carnival Event Plan	\$5,880.00	\$3,000.00
Maryborough FNC	Parquetry Floor Repairs and resurfacing	\$2,500.00	\$2,500.00
Dunolly & District Inc	The Dunolly Gold Rush Festival	\$3,000.00	\$3,000.00
Zonta Club of Central Goldfields	Zonta Says No - Toilet Door Signs	\$1,000.00	\$1,000.00

Maryborough Mens Shed Victoria Inc	First Aid Training for Maryborough Men's Shed members	\$860.00	\$860.00
Talbot Action inc.	Light Up Talbot Christmas Festival	\$3,500.00	\$3,500.00
Words in Winter Central Goldfields Inc	Words in Winter Festival - a Plan for the future	\$2,000.00	\$2,000.00
Maryborough District Girl Guides	Shade Sail for the Maryborough Guide Hall	\$5,000.00	\$5,000.00
Maryborough Swimming Club	Maryborough Swimming Club New Website	\$2,500.00	\$2,500.00
Carisbrook Football Netball Club	Activating New Facilities	\$2,781.00	\$2,781.00
Maryborough Family History Group	Equipment Upgrade	\$1,629.00	\$1,629.00
Castlemaine Maryborough Rail Trail	Walking the Past Glimpsing the Future	\$3,000.00	\$2,000.00
Maryborough Giants	Recycling & Fundraising & Medical Awareness	\$6,778.00	\$2,150.00
Pride Festival	Pride 24	\$5,000.00	\$3,000.00
Maryborough Senior Citizens Club	Solar Electrical installation	\$10,694.00	\$1,500.00

CONSULTATION/COMMUNICATION

The 2023-2024 Community Grants Program was advertised through Council's social media platforms, local newspapers, radio and featured on the Central Goldfields Shire Council website.

Several direct emails promoting the Program and reminding of the closing date were sent to approximately 270 local organisations listed on the Leisure Services Directory.

Applicants referred to the 2023-2024 Community Grants Guidelines to provide guidance on their project eligibility, assessment criteria and completing the application.

All applicants were required to speak with a nominated Council staff member before submitting an online application, to be clear on the project's eligibility and to provide any assistance with the process.

Unsuccessful applicants will be provided with feedback and, where possible, guidance on other options to source funding for their project.

FINANCIAL & RESOURCE IMPLICATIONS

The allocated budget for the 2023-2024 Community Grants Program is \$46,000 - of which \$5,000 is funded from the Climate Action Plan implementation budget.

All successful applicants will be required to complete an acquittal process as part of the funding agreement. All but one grant from the 2022/2023 Program have been successfully acquitted - and that outstanding acquittal is imminent.

RISK MANAGEMENT

This report addresses Council's strategic risk Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community by providing financial support to organisations for projects and events that provide community benefit to the Shire and support the viability and capacity building of local organisations.

The Program has been developed and delivered in accordance with the Community Support Policy.

CONCLUSION

Council's annual Community Grants Program provides financial support to organisations for projects and events that provide community benefit to the Shire.

The Program's implementation is guided by Council's Community Support Policy.

Forty-two applications were received for the 2023-2024 Community Grants program. Nineteen projects have been recommended for full or partial funding totalling \$46,000.

ATTACHMENTS

Nil.

8.3 G1816-23 DELEDIO RECREATION RESERVE NETBALL COURTS REDEVELOPMENT - WORKS

Author: Coordinator Project Delivery

Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to consider the award of contract G1816-23 Deledio Recreation Reserve Netball Courts Redevelopment - Works to Quantum Civil Pty Ltd, following a public tender process in accordance with Council's Procurement Policy.

RECOMMENDATION

That Council:

1. Award contract G1816-23 Deledio Recreation Reserve Netball Courts Redevelopment – Works to Quantum Civil Pty Ltd for the lump sum of \$990,000 including GST, and
2. Authorise the Chief Executive Officer to execute the contract and approve additional spend for contingency items of variations if required up to 20% (\$198,000 including GST) above the contract sum.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and Places

The Community's vision 1. Socially connected, creative, inclusive, healthy, and safe 'all ages' friendly communities

Initiative: Priority Projects Plan

Local Government Act 2020

Procurement Policy 2023

BACKGROUND INFORMATION

The Deledio Recreation Reserve Netball Redevelopment project is one of Council's Priority Projects.

The Dunolly Football Netball Club currently operates a single netball court which requires an urgent upgrade.

A second court on the site is no longer playable.

It has also been identified that the current facilities do not meet lighting requirements, contain poor court surfaces beyond repair, have limited seating and no designated disability access.

Central Goldfields Shire Council has been successful in securing State Government Funding to construct two new hard courts and associated infrastructure at the Deledio Recreation Reserve.

REPORT

Under tender G1816-23, Council recently sought submissions from suitably qualified contractors to undertake the redevelopment of the Deledio Recreation Reserve netball courts.

This was conducted through a public tender process.

The tender was advertised and available for submissions from 27/07/2023 until closing at 12:00 noon 17/08/2023.

The scope of works included:

- Demolition of existing court
- New subsurface structure
- Acrylic resistant surfacing
- Line marking for 2 courts - 1 x new netball and 1 tennis/multi use courts
- Drainage and landscaping
- New LED floodlighting system
- Pedestrian pathways
- Player shelter and bench seating
- Drinking fountain and fencing

At 12:00 noon 17/08/2023, council received one (1) conforming tender response.

Evaluation Panel

The responses were evaluated by a Tender Evaluation Panel consisting of:

- Manager Project Management Office,
- Senior Project Manager
- Acting Manager Community Partnerships
- Coordinator Recreation and Sport
- Procurement Officer
- Director, Idwala Pty Ltd (Court Designer)

Evaluation Criteria

Tender responses were evaluated according to the following criteria in order of priority and weighting:

Mandatory requirements:

- Risk Management including OH & S requirements and relevant Insurances - PASS/FAIL

Scored selection criteria:

- Capability - 30%
- Capacity - 30%
- Financial benefit to Council - 20%
- Financial benefit to community - 5%
- Environmental sustainability - 5%
- Social Sustainability - 5%
- Aboriginal Engagement - 5%

To achieve the best quality result for the community, officers believed that capability should be weighted high in the evaluation criteria.

Similarly, given Council has external milestones to meet through its agreement with the funding body (Sport and Recreation Victoria), capacity to undertake the works was just as critical.

Budget was another significant factor as the funding source is not infinite, hence the financial benefit to Council being the second highest weighted criteria.

After undertaking a market analysis, officers established that the local contractor pool was limited regarding delivering this type of project and availability.

For that reason, financial benefit to community was reduced to 5%.

Budget constraints and value management

Prior to releasing the tender, officers undertook cost planning for the scope of works.

The advice received indicated that the tender would be within the construction budget (\$1,001,000 including GST), with an allowance for contingency and possible variations.

While the initial tender price returned was within the construction budget, there was not sufficient budget left to allow for any contingency or variations.

Officers requested a review of the scope by the designers and requested feedback from the tenderer regarding items that could be value managed without significantly

affecting the functionality of the design.

There was consensus that the design is simplistic in meeting the required goals, and that any reduction in scope would not return value for money and would significantly impact functionality without major savings.

To ensure the tender price was consistent with market rates, officers sought another opinion on price during post tender clarifications.

The tenderer was asked to review their pricing and provide a 'best and final' price.

Given the final contract sum (\$990,000 including GST), it is anticipated that approximately 20% of additional budget (\$198,000 including GST) is required to have access to satisfactory contingency to complete the project.

Additional funds will be sought from savings across the FY24 capital works program to enable a total of 20% over the contract sum (\$198,000 including GST) for contingency and potential variations as required.

By funding the contingency budget through savings across the capital program, the award of this contract will not impact Councils overall capital budgeted position.

CONSULTATION/COMMUNICATION

Prior to releasing the tender, the design documentation was distributed to the community stakeholders and subsequently discussed and approved during a Project Reference Group meeting.

The design documentation was also distributed to the funding partner (Sport and Recreation Victoria) as well as the State Sporting Association (Netball Victoria) for approval prior to release.

The tender was advertised in line with Council's Procurement Policy 2023.

The request for tender was advertised on Council's eTender portal, eProcure.com as well as in the Maryborough and District Advertiser as part of Council's weekly advertisement.

The tender was also advertised on Council's website and through Council's social media pages.

In accordance with section 109(2) of the Local Government Act 2020 this report advises that there were no opportunities for collaboration with other Councils or public bodies in relation to the recommended contract, as this project was specific to the Central Goldfields Shire community.

FINANCIAL & RESOURCE IMPLICATIONS

The contract sum (\$990,000) is within the construction budget; however, this leaves limited funding to allow sufficient contingency for the project to be delivered.

Officers propose that an additional 20% (\$198,000) above the contract sum is made available through savings under the Councils 2023/24 capital program.

As the funding is sought through savings, this will not affect the overall capital budgeted position.

The total value of this project should all contingency funding be taken up will therefore be \$1,188,000 (including GST).

RISK MANAGEMENT

This report addresses Council's strategic risk Property and Assets - Failure to maintain, renew and expand our assets in a timely and robust way, that considers service and delivery needs by seeking external funding to assist in delivering asset renewal to critical community facilities.

CONCLUSION

Contract G1816-23 Deledio Recreation Reserve Netball Courts Redevelopment - Works has been advertised and evaluated in accordance with Councils Procurement Policy.

The evaluation panel have undertaken post-tender clarifications and value management to ensure the best outcome for Council and the community.

This report presents a recommendation for Council to award contract G1816-23 Deledio Recreation Reserve Netball Courts Redevelopment - Works, to Quantum Civil Pty Ltd for the lump sum of \$990,000 (including GST) and authorises the CEO to formally execute the contract and to approve additional spend for contingency items or variations if required up to 20% over the contract sum (\$198,000 including GST).

ATTACHMENTS

8.3.1 Confidential evaluation report provided under separate cover.

The evaluation report is confidential under sections 3(a) and (g) of the Local Government Act as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or

financial undertaking to disadvantage

This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

8.4 G1782-23 MARYBOROUGH SPORTS AND LEISURE CENTRE POOL RETILING AWARD

Author: Manager Project Management Office

Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to provide a recommendation to Council in relation to contract G1783-23 Maryborough Sports and Leisure Centre Pool Retiling Works as a result of undertaking a public tender process.

The contract is a lump sum and the anticipated spend under the contract is above the CEO's financial delegation.

The contract is required to be awarded by Council.

RECOMMENDATION

That Council:

1. Award G1783-23 Maryborough Sports and Leisure Centre Pool Retiling Works to On Time Developments Pty Ltd ATF Wallace and Sons Family Trust for the lump sum of \$599,610.00 including GST, and
2. Authorise the Chief Executive Officer to execute the contract and approve variations or contingency spend up to the value of 20% of the total contract sum (\$119,922.00 including GST) as required.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and Places

The Community's vision 3. Engaging places and spaces for people to live, work, play and connect.

Initiative: Maryborough Sports and Leisure Centre Pool Retiling

Local Government Act 2020

Procurement Policy 2023

BACKGROUND INFORMATION

The re-tiling of the pool at the Maryborough Sports and Leisure Centre is one of

Council's Priority Projects.

This work is critical to ensuring the well utilised community asset can remain open for use for many years to come.

Funding has been made available to complete these works by the Federal Government's Local Roads and Community Infrastructure (LRCI) Program.

A tender for re-tiling the pool and associated works was advertised in line with Councils Procurement Policy in July 2023.

REPORT

Under contract G1783-23 Council recently sought submissions from suitably qualified contractors to undertake pool re-tiling works at the Maryborough Sports and Leisure Centre.

This was conducted through a public tender process.

The tender was advertised and available for submissions from 22/06/2023 until closing at 12:00 noon 12/07/2023.

The scope of works at the time of tender included:

- pool structure rectifications,
- waterproofing
- the supply and installation of tiles, and
- replacement of the wet deck at the main pool at the Maryborough Sports and Leisure Centre

The specification also requested pricing to re-tile the toddler pool and learn to swim pool for consideration.

At 12:00 noon 12 July 2023 Council received one (1) conforming tender response and zero (0) non-conforming tender responses.

Evaluation Panel

The responses were evaluated by a Tender Evaluation Panel consisting of:

- Manager Project Management Office,
- Acting Manager Community Partnerships,
- Senior Project Manager,
- Coordinator Procurement, and
- Senior Associate - Ontoit (external project manager).

Evaluation Criteria

Tender responses were evaluated according to the following criteria in order of priority and weighting:

Mandatory requirements:

- Risk Management including OH & S requirements and relevant Insurances - PASS/FAIL
- Minimum experience relevant to works - PASS/FAIL

Given the specialised nature of tiling commercial aquatic facilities, tenderers were asked to demonstrate they had the below minimum experience:

- Minimum 1 no. large scale full retiling project of a commercial pool (minimum 25m pool for municipal, sports clubs, competition pool or equivalent) completed within 5 years.
- Minimum 6 no. large scale full retiling project of a commercial pool (minimum 25m pool for municipal, sports clubs, competition pool or equivalent) completed within 5/7 years.
- Minimum 3 no. reference to verify the successful completion of any of the reference projects above.

Scored selection criteria:

- Capability - 30%
- Capacity - 30%
- Financial benefit to Council - 20%
- Financial benefit to community - 5%
- Environmental sustainability - 5%
- Social Sustainability - 5%
- Aboriginal Engagement - 5%

Budget constraints and value

management

Prior to releasing the tender, officers undertook cost planning for the scope of works including re-tiling the toddler pool, main pool and learn to swim pool.

It was determined that Council may not have the budget to re-tile all three, and it was understood that re-tiling the main pool and replacing the wet deck was of the highest priority.

Officers included the retiling of the toddler pool and learn to swim pool in the tender specification as options to test the market.

The submission received came back over Councils budget where tiling of all three pools was taken into consideration.

A value management process was undertaken during post tender clarifications to reduce the scope of works to exclude re-tiling of the toddler pool and learn to swim pool.

The final contract sum came back approximately \$50,000 over the budget allocated to this phase of the project; however, there is budget available to absorb this amount and it will not impact Councils overall capital budgeted position.

CONSULTATION/COMMUNICATION

The tender was advertised in line with Councils Procurement Policy 2023.

The request for tender was advertised on Council's eTender portal, eProcure.com.au as well as in The Maryborough and District Advertiser as part of Council's weekly advertisement.

The tender was also advertised on Council's website and through Council's social media pages.

The operator of the Maryborough Sports and Leisure Centre was consulted with in relation to the timing of tiling works to attempt to minimise impact on the facility during the peak period.

In accordance with s109(2) of the Local Government Act 2020 this report advises that there were no opportunities for collaboration with other Councils or public bodies in relation to the recommended contract as this project was specific to the Central Goldfields Shire community.

FINANCIAL & RESOURCE IMPLICATIONS

The tender is over budget by approximately 50,000.00 including GST.

Additional funding will be made available under the Councils 2023/24 capital program which will not affect the overall capital budgeted position.

RISK MANAGEMENT

This report addresses Council's strategic risk Property and Assets - Failure to maintain, renew and expand our assets in a timely and robust way, that considers service and delivery needs by seeking external funding to assist in delivering asset renewal to critical community facilities.

CONCLUSION

Contract G1782-23 Maryborough Sports and Leisure Centre Pool Retiling Works has been advertised and evaluated in accordance with Councils Procurement Policy.

The evaluation panel have undertaken post-tender clarifications and value management

to ensure the best outcome for Council and the community.

This report is presented to Council with a recommendation that Council award contract G1782- 23 Maryborough Sports and Leisure Centre Retiling - Works to On Time Developments Pty Ltd ATF Wallace and Sons Family Trust and authorise the Chief Executive Officer to formally execute the contract, and approve variations or contingency spend up to the value of 20% of the contract sum (including GST) as required.

ATTACHMENTS

8.4.1 Confidential evaluation report provided under separate cover.

The evaluation report is confidential under sections 3(a) and (g) of the Local Government Act as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

(g) private commercial information, being information provided by a business, commercial or financial undertaking that—

(i) relates to trade secrets; or

(ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

8.5 Waste Kerbside Collection Acceptance and Processing – Contract No G1775-23

Author: Manager Infrastructure

Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to recommend that Council award Contract G1775-23 - Waste Kerbside Collection Acceptance and Processing Contract, following the completion of a public tender process.

The Contract is a schedule of rates Contract and as the anticipated value of the recommended awarding of contract is above the Chief Executive Officer's financial delegation, the Contract is required to be awarded by Council.

RECOMMENDATION

That Council awards the Contract G1775-23 Waste Kerbside Collection Acceptance and Processing Contract for Central Goldfields Shire Council to Waste Recyclers of Victoria Pty Ltd as a Schedule of Rates Contract for a period of five years at the contract price of \$10,726,580.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and Places

The Community's vision 3. A commitment to climate action and less waste

Initiative: Provide diverse waste collection and recovery points

The provision of waste collection services is a core service of Council and is also mandated under the *Circular Economy (Waste Reduction and Recycling) Act 2021*.

BACKGROUND INFORMATION

Council requires a suitably experienced waste collection company to undertake the provision of kerbside waste collection and associated waste services (the **Service**) across the Central Goldfields Shire Council area.

The provision of waste collection services is an essential service of Council and is also mandated under the *Circular Economy (Waste Reduction and Recycling) Act 2021*.

Council's current waste collection Contract expires in February 2024.

This Contract will appoint a contractor to deliver the Service over the next five years, with extension options of three plus two years are available at Council's discretion.

Waste Kerbside Collection Acceptance and Processing works provided for within the Contract include:

- Collection of kerbside bins - garbage, recycling and organics;
- Bulk haulage of recyclables to a materials recovery facility;
- Bulk haulage of garbage to landfill;
- Provision of public waste bins;
- Provision of event bins;
- Bin supply (delivery, repair and removal); and
- Kerbside reform service options

In accordance with Council's tendering procedures and section 108 of the *Local Government Act 2020*, public tenders were requested for a suitably qualified Contractor with capacity and capability to provide the Service to the community and with the capacity to implement new or change to existing service in line with the kerbside reform process.

REPORT

Through the public tender process Council received two tender submissions.

The evaluation of these tenders was undertaken by a tender evaluation panel consisting of the *General Manager Infrastructure, Assets and Planning*, *General Manager Corporate Performance*, *Manager of Infrastructure* and *Waste Service Officer*.

The process was facilitated by the *Procurement Coordinator* and probity oversight was provided independently by *Georgie Ward* of *Macquarie Local Government Lawyers*. *Georgie Ward* superintended the tender release meeting, the tender evaluation meeting, and the tender interview.

This is in line with section 2.2.8.4 *Probity Advisor* requirement under the *Central Goldfields Shire Councils Procurement Policy* (21 December 2021) under which this process was conducted.

The tender responses were assessed against the following criteria:

- Risk Management (Pass/Fail)
- Financial Viability (Pass/Fail)
- Financial Benefit to Council (15%)
- Capability (20%)
- Capacity (30%)

- Financial Benefit to Community (30%)
- Environmental Sustainability (10%)
- Social Sustainability (2.5%)
- Aboriginal and Torres Strait Islander People (2.5%)

A submission was received from Veolia Environmental Services Australia Pty Ltd (**Veolia**) that was non-conforming.

Tenders were allowed to submit non-conforming tenders under Council's Conditions of Tendering.

The Veolia submission was reviewed by the Panel and deemed inadequate as it only included gate fee rates for Landfill and Recycling.

Based on this, the panel decided not to further evaluate the Veolia submission as it was incapable of meeting the Service requirements under the Contract.

A submission was also received from Waste Recyclers of Victoria Pty Ltd that was assessed as conforming and was subject to a full evaluation.

The tender evaluation panel recommends that the Contract be awarded to Waste Recyclers of Victoria Pty Ltd, having provided adequate information to demonstrate their ability to perform the Service to a high-quality standard as explained in the Evaluation Report attached.

The value of the Tender over the term of the Contract (five years) is \$10,726,580 (EX GST) based on the scheduled rates.

The total value of the contract including the extension period, available at Council's discretion, (5+2+1) is \$18,679,291 (EX GST).

As the value of the recommended awarding of the Contract is above the CEO's \$500,000 financial delegation, the Contract is required to be awarded by Council.

CONSULTATION/COMMUNICATION

The tender was advertised using a standard process.

The request for tenders was advertised on the Council Tender Board and Council's web page in compliance with section 108 of the *Local Government Act 2020*.

FINANCIAL & RESOURCE IMPLICATIONS

The annual amount is within Council's current waste budget (10% increase on the previous Budget considering the new Contract Cost and the Landfill Levy), income for this service is separately collected from households via the waste collection charges.

Assumptions for annual costs are based on previous growth rates in numbers, CPI of 3% and landfill increase of \$10 per year.

RISK MANAGEMENT

This report addresses Council's strategic risk Business Continuity - Failure to plan adequately for the impacts of a disruption to Council's normal operating environment by ensuring suitable capable, experienced, and resourced contractor.

The contractor is required to have appropriate insurances.

A detailed risk assessment was prepared for consideration of the key risks relating to service provision, compliance, and data management.

A standard financial assessment of Waste Recyclers of Victoria Pty Ltd has been completed by Equifax.

Probity Auditor, Georgie Ward of Macquarie Local Government Lawyers oversaw the entire procurement process.

The contractor will be required to provide detailed occupational health and safety, operational, risk and contingency plans prior to commencement.

CONCLUSION

Tenders have been submitted and evaluated for Contract G1775-23 Waste Kerbside Collection Acceptance and Processing Contract for Central Goldfields Shire Council.

It is recommended that Council award Contract G1775-23 Waste Kerbside Collection, Acceptance and Processing to Waste Recyclers of Victoria Pty Ltd as a Schedule of Rates Contract for a period of five years at the contract price of \$10,726,580.

ATTACHMENTS

8.5.1 Confidential evaluation report provided under separate cover.

The evaluation report is confidential under sections 3(a) and (g) of the Local Government Act as it contains:

(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released.

This section applies because the contract is not finalised and releasing the information prior to decision could prejudice the Council's commercial position in negotiations.

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This section applies because it contains detailed submission information that could provide an unreasonable commercial advantage to competitors.

8.6 Central Goldfields Early Years Infrastructure Masterplan

Author: **Manager Go Goldfields**

Responsible Officer: **General Manager Community Wellbeing**

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to request endorsement from Council on the Central Goldfields Early Years Infrastructure Masterplan.

The purpose of the masterplan is to ensure our community has the services and infrastructure it needs to create a thriving early year's community - both now and in the future.

RECOMMENDATION

That Council;

1. endorse the Central Goldfields Early Years Infrastructure Masterplan.
2. Undertake further investigative work to determine the most appropriate central business district location for the Early Years Integrated Hub.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Community's Wellbeing

The Community's vision 4. Good planning, governance, and service delivery

Initiative: Central Goldfields Early Years Infrastructure Master Plan.

In June 2021 Central Goldfields Shire signed a joint agreement with the Department of Education to undertake a Kindergarten Infrastructure Services Plan (KISP) to estimate the growth in demand for kinder in the shire.

The KISP helps government and providers to meet demand and provide a clear picture of infrastructure needs in each LGA.

It is expected that future funding applications align with the KISP.

The Victorian Government announced increased investment in kinder including 15 hours of free 3-year-old kinder (implemented in 2022) and 30 hours of free 4-year-old kinder for every Victorian child to be known as pre-prep.

The transition will occur across the state from 2025 to 2032.

The pre-prep model is scheduled to be operational in Central Goldfields by 2027.

The KISP is currently being updated to reflect this change in service provision, findings of the Masterplan, and kinder places needed into the future.

BACKGROUND INFORMATION

Central Goldfields Shire Council is a partner in Go Goldfields Every Child, Every Chance initiative aimed at ensuring every child in Central Goldfields has every chance to grow up healthy, safe, and confident.

Council plays a vital role in effectively planning and enabling early years infrastructure to support the initiative.

In 2022 Council received \$150,000 through the Building Blocks Planning Grant, from the Department of Education (DE) to deliver an Early Year's Infrastructure Masterplan, enabling Council to understand and plan for community needs.

Consultants Public Realm Lab and Semann and Slattery were awarded the contract to deliver the project. The project commenced in July 2022, with the final report completed in April 2023.

While the Masterplan was catalysed by a need to address local Kinder Infrastructure Service Planning (KISP) requirements, Council's partnership with Go Goldfields also saw the project informed by Every Child, Every Chance initiative.

Consequently, the Masterplan presents a whole ecosystem approach that incorporates support services for children and families living in Central Goldfields.

This broader scope takes into consideration the socio-economic status of families, the specific identified local needs, and the latest research to help realise the shared vision for ensuring every child in Central Goldfields has every chance to grow up safe, healthy, and confident.

REPORT

Masterplan findings and recommendations

The findings of the Masterplan highlight the high level of unmet need of children and families and the gap in accessible health and support services.

On this basis it recommends a rethink in how infrastructure can be conceptualised and developed to create better conditions to support families, particularly vulnerable families.

The recommended 'Hub and Spoke' model responds to this finding and is consistent with research and community and services engagement.

The model consists of a newly developed centrally located integrated hub that provides a 'one stop shop' for families seeking support, information, social connection, maternal and child health, allied health, childcare, kinder and other services.

The importance of central location is to provide connections to public transport and walkability to CBD infrastructure for families without private transport.

The Masterplan recommends a series of spoke sites to be spatially distributed across the shire, each offering a minimum of two kinder rooms (acknowledging higher levels of trauma affected children and children with developmental delays) along with space for allied health professionals or visiting services.

The spoke sites can be scaled according to the local population and dependent on proximity to other services.

It is further recommended that existing kindergarten assets in very poor condition are decommissioned.

And that existing sites that have space to be extended, are strongly favoured by the community, and/or service small townships out of Maryborough be renewed.

Spoke sites are recommended in existing locations to cater for local populations with some consolidation in Maryborough to maintain spatial distribution while ensuring scale to support best staffing, access, transport, and safety arrangements.

A new kindergarten site at Carisbrook was considered, however due to the proximity to Maryborough, and the imperative to move away from one room kindergartens for safety and staffing reasons, it was not a recommendation of the Masterplan.

A summary of the recommendations can be found on page 24 of the attached **8.6.1 Final Central Goldfields Early Years Infrastructure Masterplan**.

CONSULTATION/COMMUNICATION

Extensive consultation was built into the Masterplanning process to understand the need and views of community and stakeholders.

This included a thorough needs analysis.

Data and previous survey information was provided and open community conversations at the Nest and Supported Playgroups were undertaken with local parents.

Interviews were conducted with early years education providers, primary school principals and early years practitioners.

A summary of the consultation findings is included on pages 12 and 13 of the Masterplan.

The Masterplan Advisory Committee met three times throughout the project to provide advice on each stage of the project.

The Advisory Committee included representatives from Maryborough District Health Service, Goldfields Family Centre, Roseberry House, Y Ballarat, Maternal & Child Health, Department of Education, local Primary School principals, and Go Goldfields.

Following endorsement of the Masterplan a communications and media plan will be developed to ensure stakeholders are able to access information and have questions answered.

FINANCIAL & RESOURCE IMPLICATIONS

The Masterplan outlines the estimated cost implications for renewal and new builds. Funds are available through DE for infrastructure expansion and new builds to accommodate kinder service requirements.

Funding applications can be made by Council or the kindergarten provider with Council's agreement.

It should be noted that the recommendations of the Masterplan are based on a floor space allocation per child above the standard.

This recognises the additional challenges of trauma, and developmental delays prevalent in children in the shire.

The Masterplan provides rationale and evidence to seek additional funding based on need. The Integrated Hub is eligible for partial funding through an existing DE grant program.

There is potential for the Hub development to be staged to allow Council to seek funds for a second stage from other sources such as the Commonwealth.

There has been no decision by the DE on the location of the State owned and run Early Learning Centre.

RISK MANAGEMENT

The Victorian Government policy to move to 30 hours of free 4-year-old kinder for every Victorian child (to be implemented in 2027) places timing pressures on Council to drive implementation of the Masterplan.

A 10-year agreement must be in place for providers to access DE infrastructure grants. As the main kindergarten provider, the relationship with Y Ballarat is critical to long term kinder provision across Central Goldfields Shire.

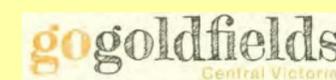
It is important that Central Goldfields Early Years Infrastructure Masterplan be endorsed to inform grant applications and necessary preparations for pre-prep implementation by 2027.

ATTACHMENTS

8.6.1 Central Goldfields Early Years Infrastructure Masterplan - Final



8.6.1 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

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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.

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 /

INFRASTRUCTURE RENEWAL

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.

Decommission existing kindergarten assets that are in very poor condition

3

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

4

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.

5

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 Contoled 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

FINDING	RECOMMENDATION
1 GoGoldfields Every Child, Every Chance Initiative is a strength to be leveraged in the Early Years infrastructure space	<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.
2 MCH is poorly situated with a sub-optimal fit-out and is unable to meet demand for its Enhanced Program	<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
3 Allied health services are not meeting demand, and there is a lack of early detection and intervention for children with additional needs	<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

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.

2.0 BACKGROUND

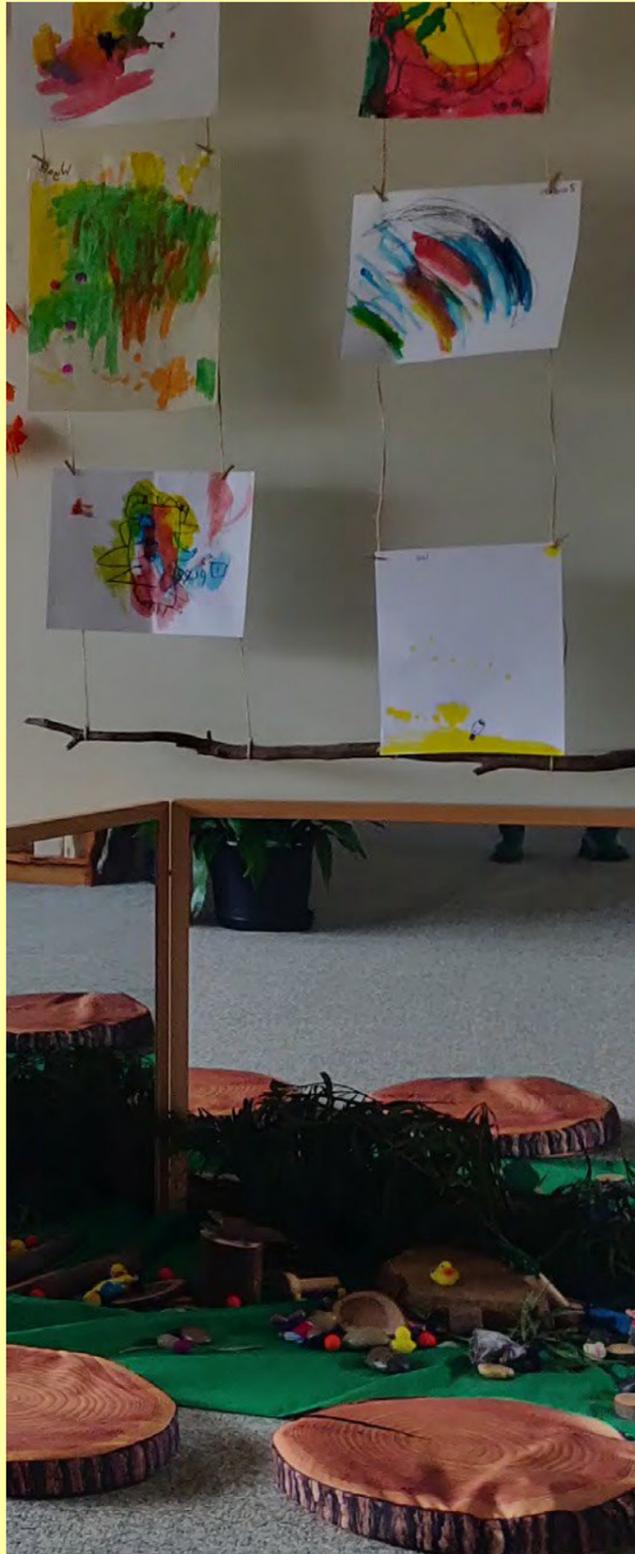
2.1 Needs Analysis



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

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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		Comments	
		Approved Kinder Places	Kinder UFA	Space		Sessions Per Week	Kinder Places	Operational Model				
				Outdoor Kinder UFA	Internal Floor Area per place			Outdoor Floor Area per place	Sessions Per Week	Kinder Places		
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 - n	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 h	YMCA	30	149.15	640	4.97	21.33	1.3	39	2	60		
Back Creek Kindergarten - Talbot Maryborough	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		
Maryborough												
TOTAL ESTIM PLACES									365		401	
TOTAL CAPACITY												
							3yr Old	122	3yr Old	133		
split of 3+4 year old kinder - 15+30hr places)								244		266		

(after Pre-prep and a
50/50

4yr Old 122

4 yr Old 133

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										Maximum Operations		Comments	
		Space								Operational Model		Operational Model			
		Building Capacity	Recommended Capacity	Kinder UFA	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			
											2029 KISP DEMAND		291	291	
SURPLUS/SHORTFALL											SHORTFALL		-121	SHORTFALL	-105

2.0 BACKGROUND

2.5 Transitioning to Pre-prep

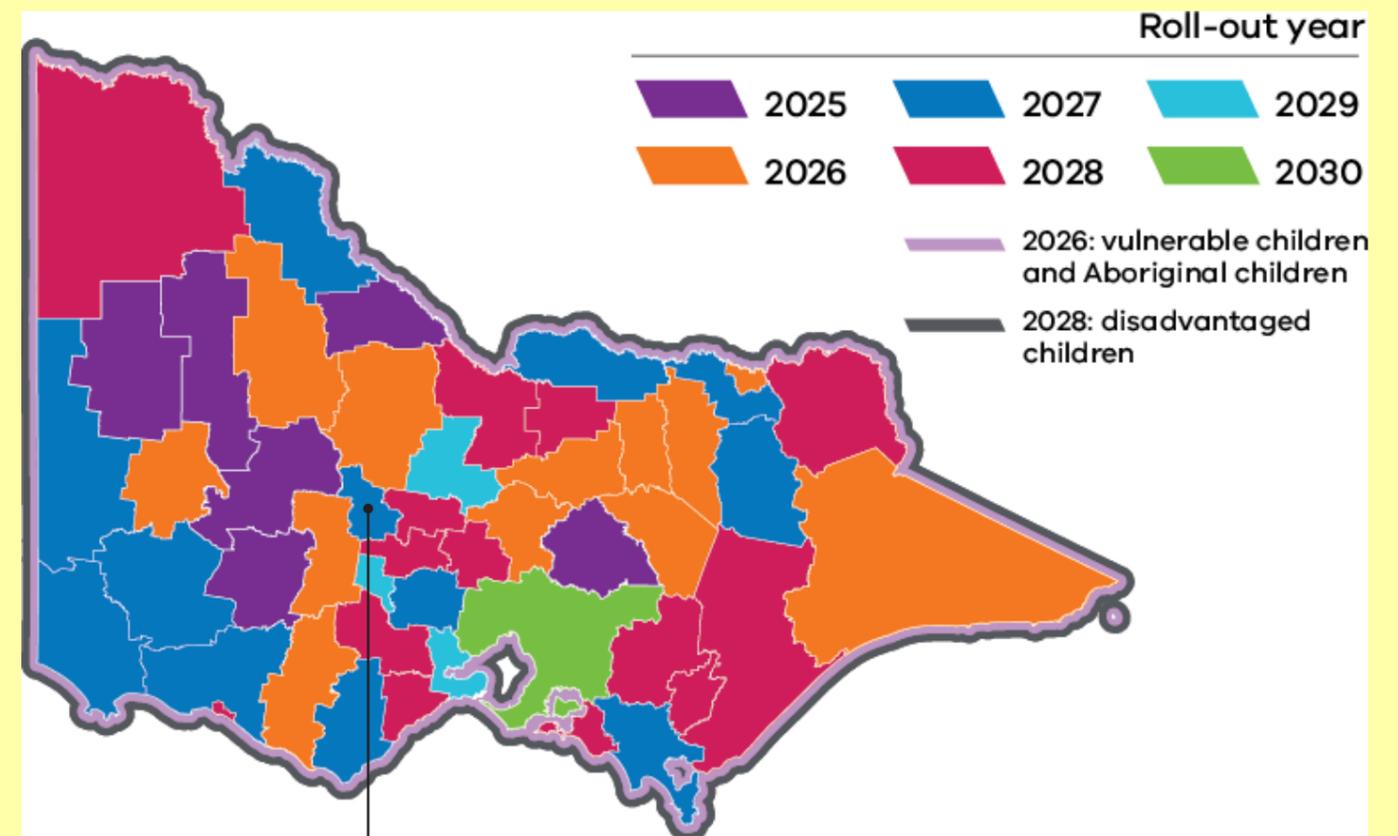


The Victorian Government has mandated all Four-Year-Old Kindergartens will transition to 30 hours of pre-prep by 2032. It is estimated this will begin roll out in 2027 for the Central Goldfields Shire. The existing KISP data does not currently include provisions for these changes.

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



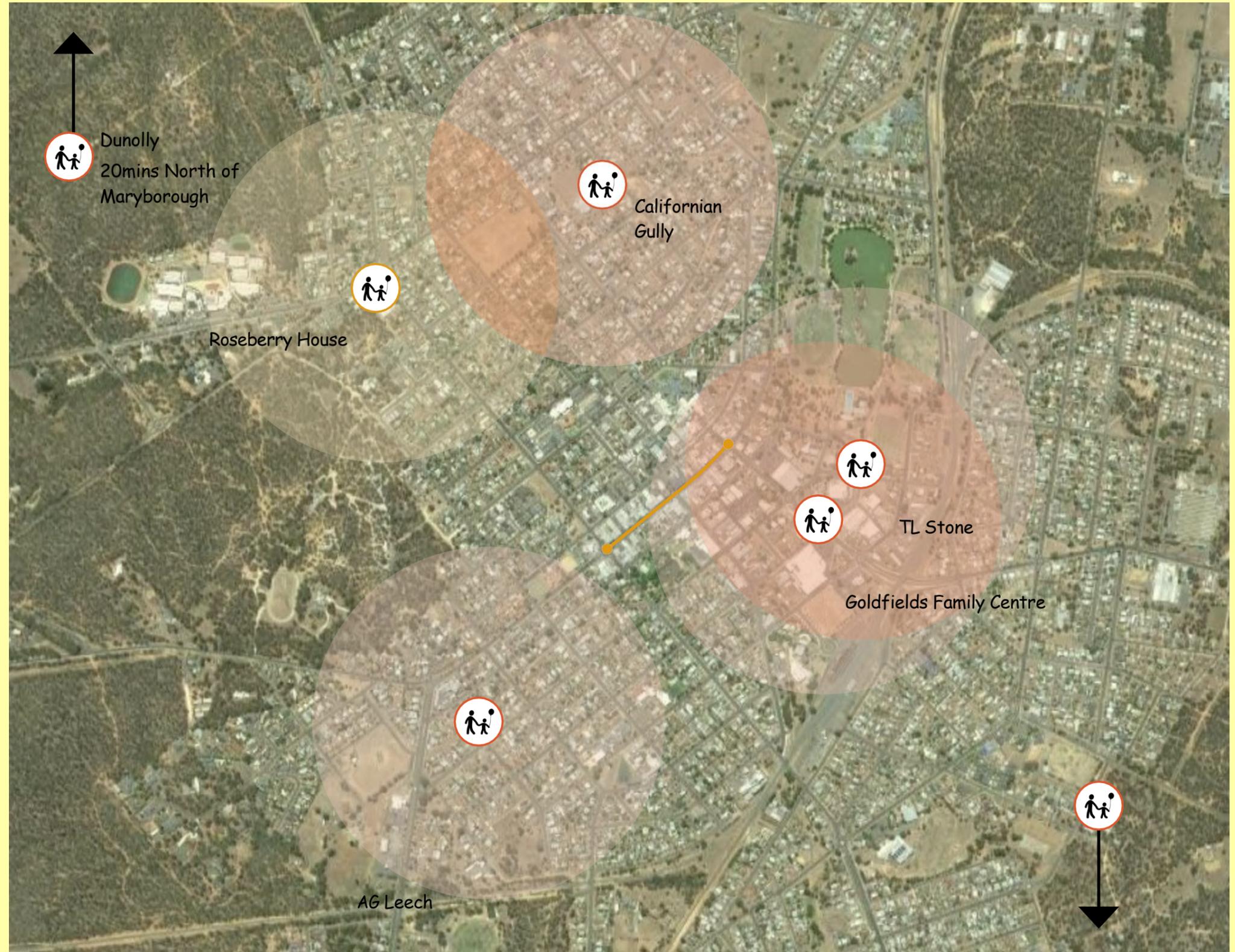
2.0 BACKGROUND

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.



Talbo
† 10mins South of
Maryborough

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

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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	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.

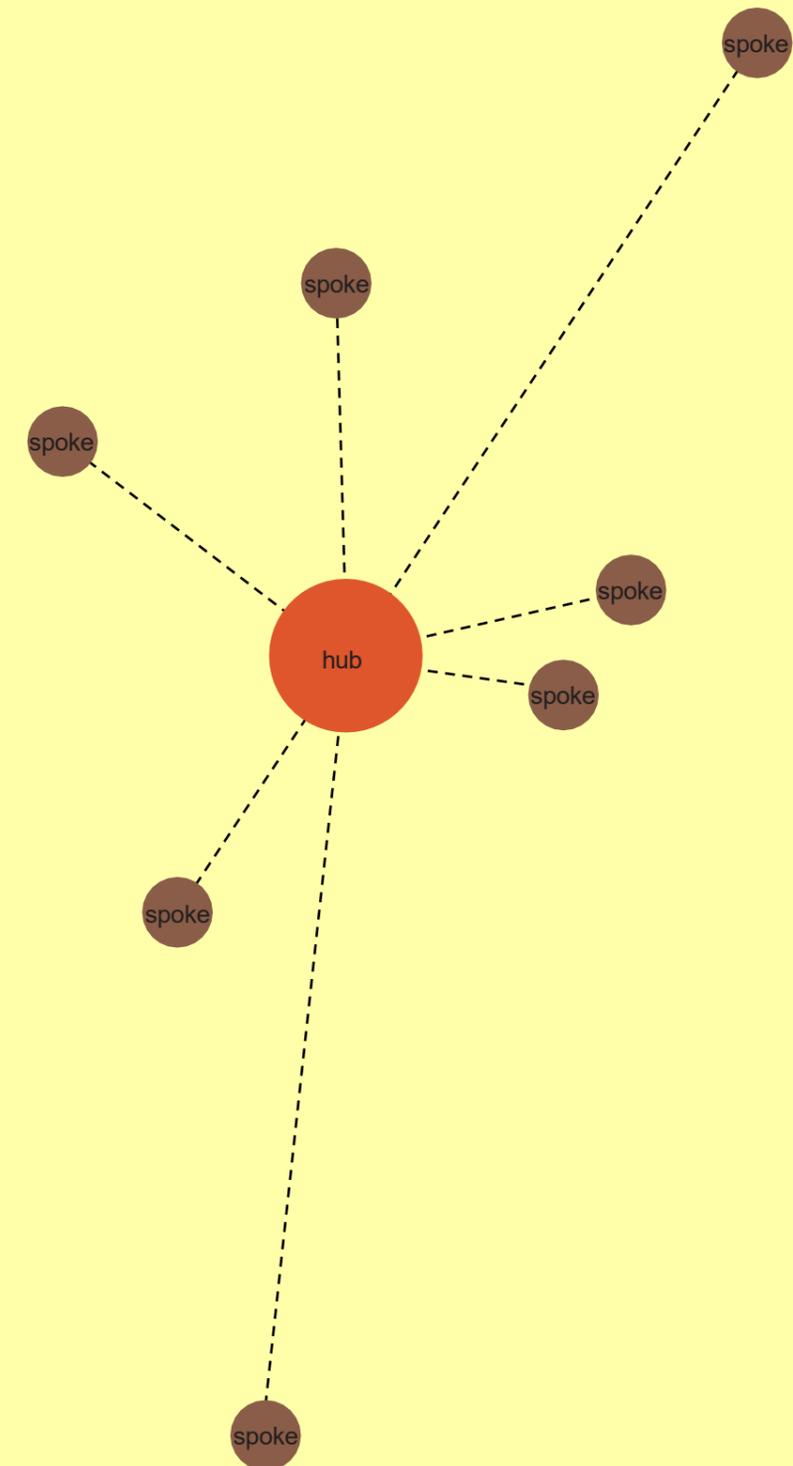
The preference for an integrated model is informed by evidence and research conducted by the Murdoch Children’s Research Institute *Restacking the Odds* initiative which states that “‘stacking’ evidence based interventions known to improve children’s outcomes will provide a cumulative impact to better 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	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.	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.
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	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.
3 Cultural Awareness		Design is culturally safe, demonstrates respect for the diversity of Indigenous culture's and celebrates the oldest living culture.	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
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

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9 Inclusive Learning

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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	<div data-bbox="418 489 498 573" data-label="Image"> </div> <p data-bbox="546 489 1418 741">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 data-bbox="546 814 1418 1014">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	<div data-bbox="433 1087 498 1178" data-label="Image"> </div> <p data-bbox="546 1087 1418 1455">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	<div data-bbox="409 1518 507 1623" data-label="Image"> </div> <p data-bbox="546 1518 1418 1728">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 data-bbox="546 1780 1418 1990">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.

		Site					Key Criteria					Capacity*	Financial				
SCENARIO	Existing						New				1	2	3	4	5	KISP Demand: 291 places by 2029	Financial Investment
	Goldfields Family Centre Kindergarten	Maryborough AG Leech Kindergarten	Maryborough Californian Gully Kindergarten	Maryborough T L Stone Memorial Kindergarten	Dunolly Dunolly Kindergarten	Talbot Back Creek Kindergarten	Maryborough Integrated Hub	Maryborough Additional Kindergarten 1	Maryborough Additional Kindergarten 2	Child and Family Centred	Geographically Distributed	Minimises Interruption to Operations	Equity for all children	Room to Grow			
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
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*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.

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

Dunolly
22 Place Kinder (1 Room)

Talbot Kinder
19 Places (1 Room)

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

Roseberry House
33 Places (Within LDC
Program)

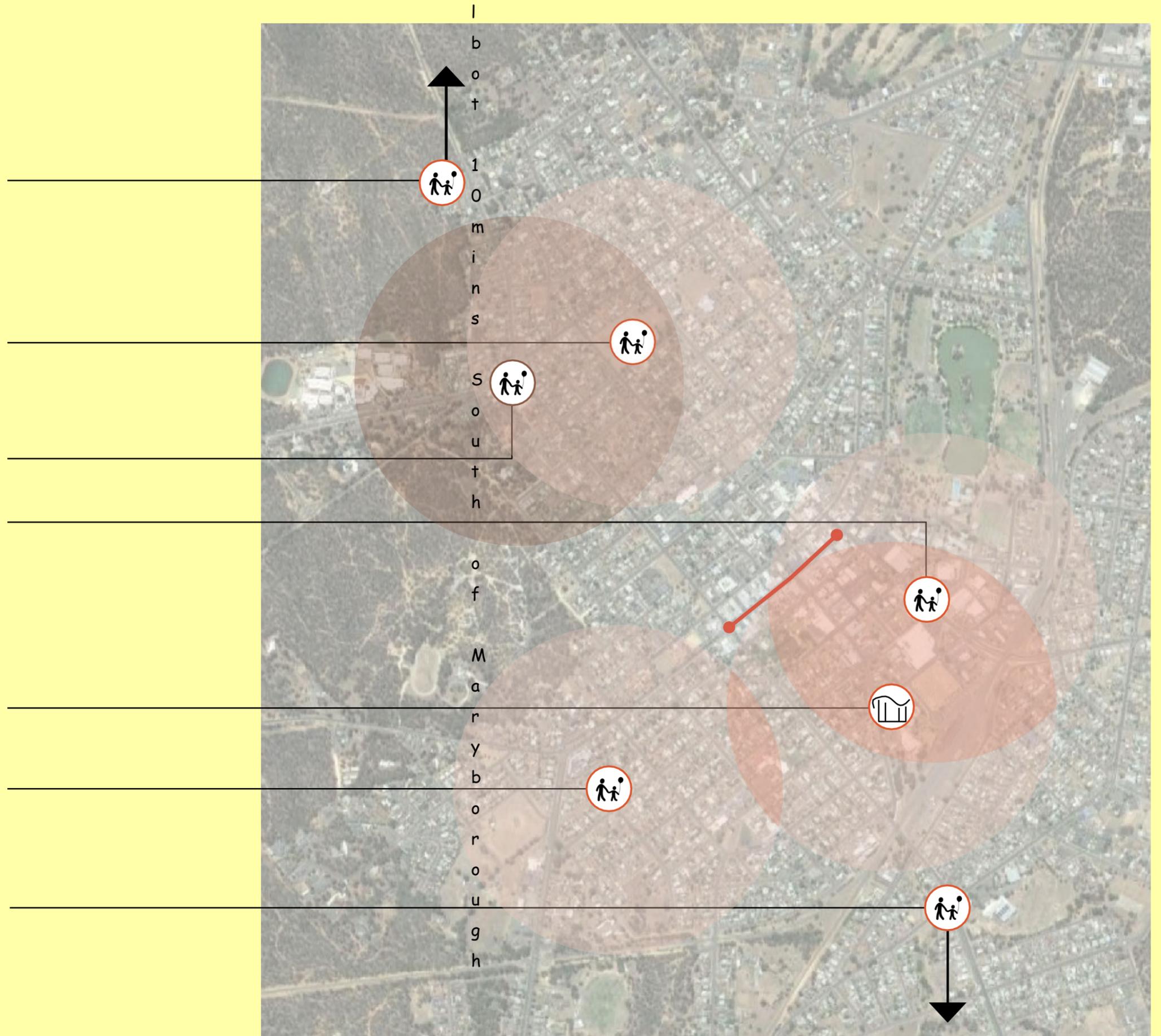
Goldfields Family Centre
22 Places (Within LDC
Program)

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

A.G. Leech
44 Places (2 Rooms)

LEGEND

Dunolly
20mins North of Maryborough



a

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ICON REFERENCES:

Parent and child by Krisada from [Parent and child Icons](https://thenounproject.com/browse/icons/term/parent-and-child/ "Parent and child Icons") by Krisada from [Parent and child Icons](https://thenounproject.com/browse/icons/term/parent-and-child/ "Parent and child Icons")
Paint Brush by Muhammad Atiq from [Paint Brush Icons](https://thenounproject.com/browse/icons/term/paint-brush/ "Paint Brush Icons") by Muhammad Atiq from [Paint Brush Icons](https://thenounproject.com/browse/icons/term/paint-brush/ "Paint Brush Icons")
cube by Wren Pollard from [cube Icons](https://thenounproject.com/browse/icons/term/cube/ "cube Icons") by Wren Pollard from [cube Icons](https://thenounproject.com/browse/icons/term/cube/ "cube Icons")
building Blocks by Falco B from [building Blocks Icons](https://thenounproject.com/browse/icons/term/building-blocks/ "building Blocks Icons") by Falco B from [building Blocks Icons](https://thenounproject.com/browse/icons/term/building-blocks/ "building Blocks Icons")
Doctor by Yazmin Alanis from [Doctor Icons](https://thenounproject.com/browse/icons/term/doctor/ "Doctor Icons") by Yazmin Alanis from [Doctor Icons](https://thenounproject.com/browse/icons/term/doctor/ "Doctor Icons")

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

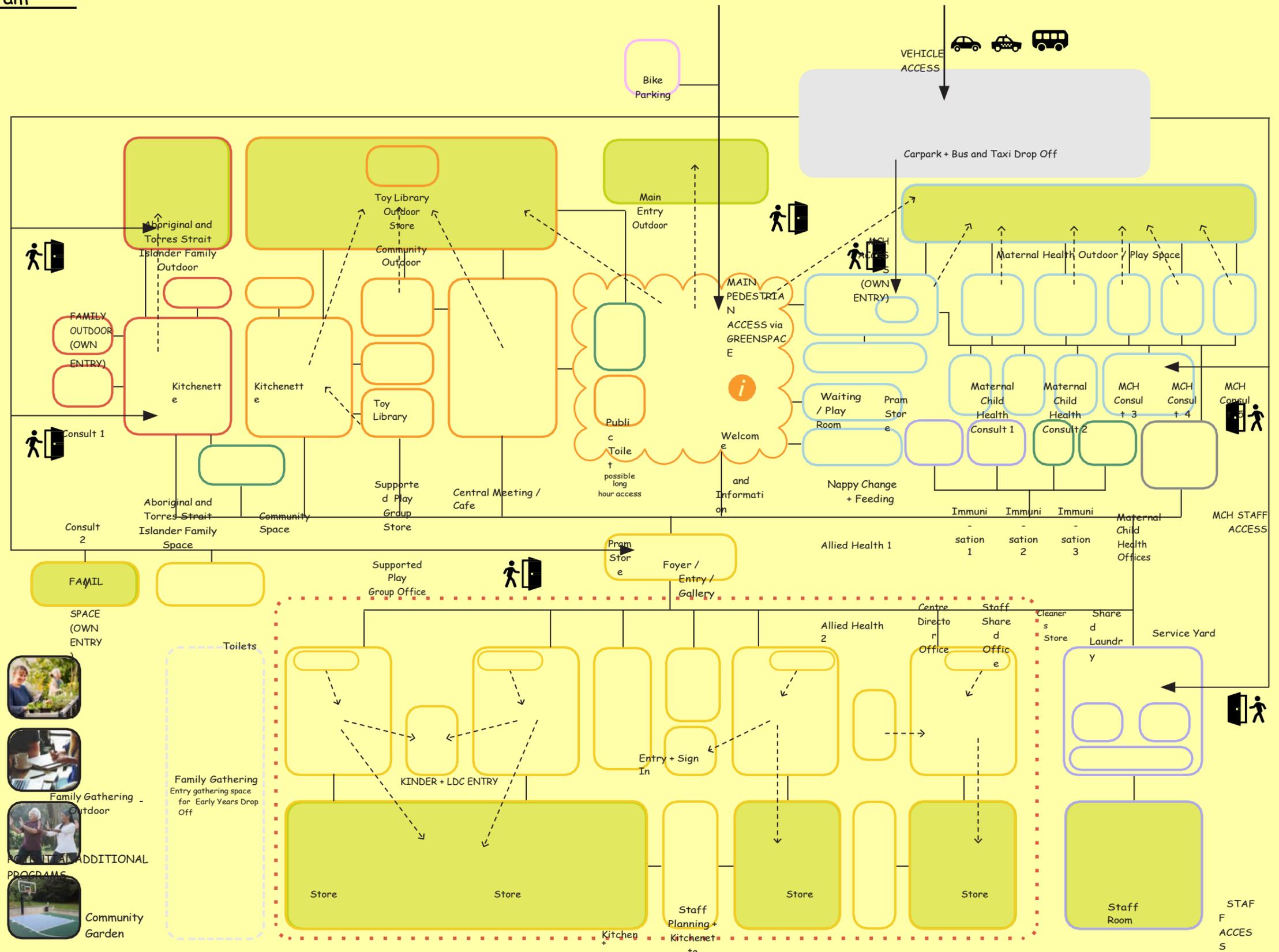
Staff

Building Services

Services Yard

Bike Store

Carparking



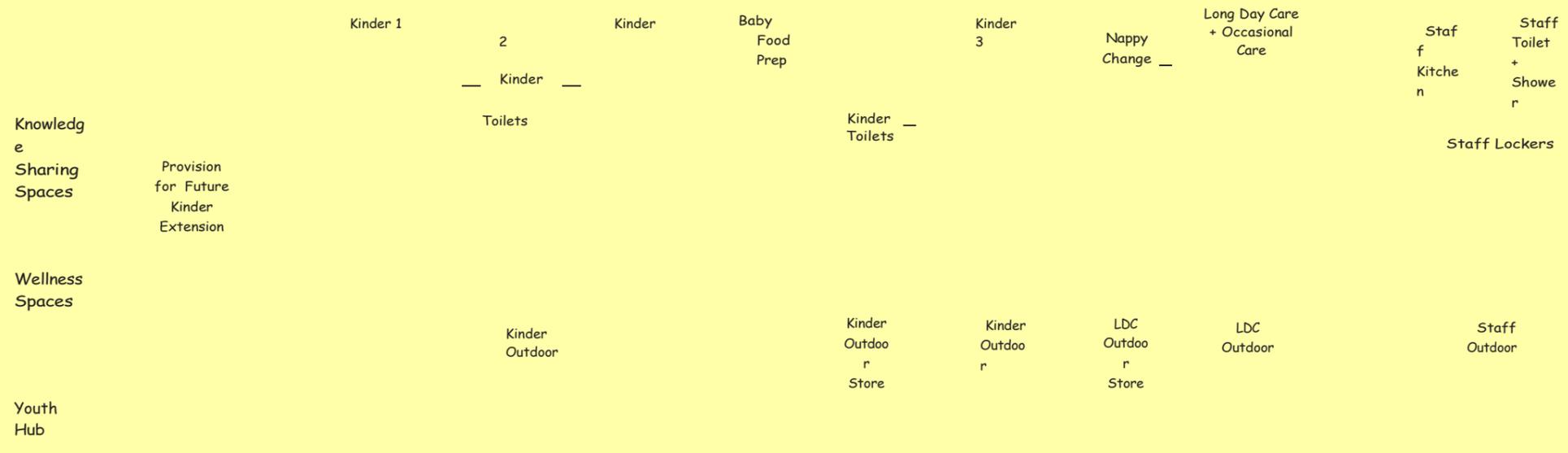
 Outdoor Space

 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	prep		8	zip tap, pantry, fridge/freezer, waste storage, food 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 bench		1	90	0.33	30	Pantry, large fridge / freezer, dishwasher, waste storage, cooktops, food prep equipment, trolleys, 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 toilet for		1	66	0.50	33	2 toilets/ wash basin per 30 children, additional 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 child		1			15	Space for families to gather outside before signing 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	
	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

CULTURAL AWARENESS

TRAUMA INFORMED DESIGN

SUSTAINABILITY



6



12



2

CHILD AND FAMILY CENTRED



4

BIOPHILIA / CONNECTION TO COUNTRY



SENSORY BASED DESIGN



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 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.

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

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
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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	CRITERIA
1. SITE FEATURES	2. ACCESSIBILITY FOR CLIENTS, STAFF AND SUPPORT SERVICES
<p>1.1 Site Size</p> <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? 	<p>2.1 Site Access</p> <ul style="list-style-type: none"> Does the site have frontage to two streets/roads to enable separation of clients and/or servicing? (desirable)
<p>1.2 Topography</p> <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? 	<p>2.2 Traffic Management</p> <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)?
<p>1.3 Shape</p> <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? 	<p>2.3 Access to local public transport</p> <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)?
<p>1.4 Availability of site infrastructure</p> <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 	<p>2.4 Access to regional public transport</p> <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? <p>2.5 Access to major arterial road</p> <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? <p>2.6 In identified service delivery area</p> <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 <p>2.7 Community sensitivity</p> <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)?

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?

2.8 Adjoining uses

- 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
 - 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
 - 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
 - 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
 - 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
 - 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
 - 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
 - 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
 - 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
 - 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?

5.0 EXISTING KINDERGARTENS

5.1 Existing Kindergarten Building Audit

Goldfields Family Centre
100 Napier St Maryborough 3465



■ 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

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:

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

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:

Californian Gully Kindergarten
31 Wills St Maryborough 3465



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



A G Leech Kindergarten
26 Alma St Maryborough 3465

TL Stone Memorial Kindergarten
6 Lake Rd Maryborough 3465



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

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



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.

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

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

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

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	\$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
Maryborough Californian Gully	\$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	\$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

Kindergarten -

Talbot

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.

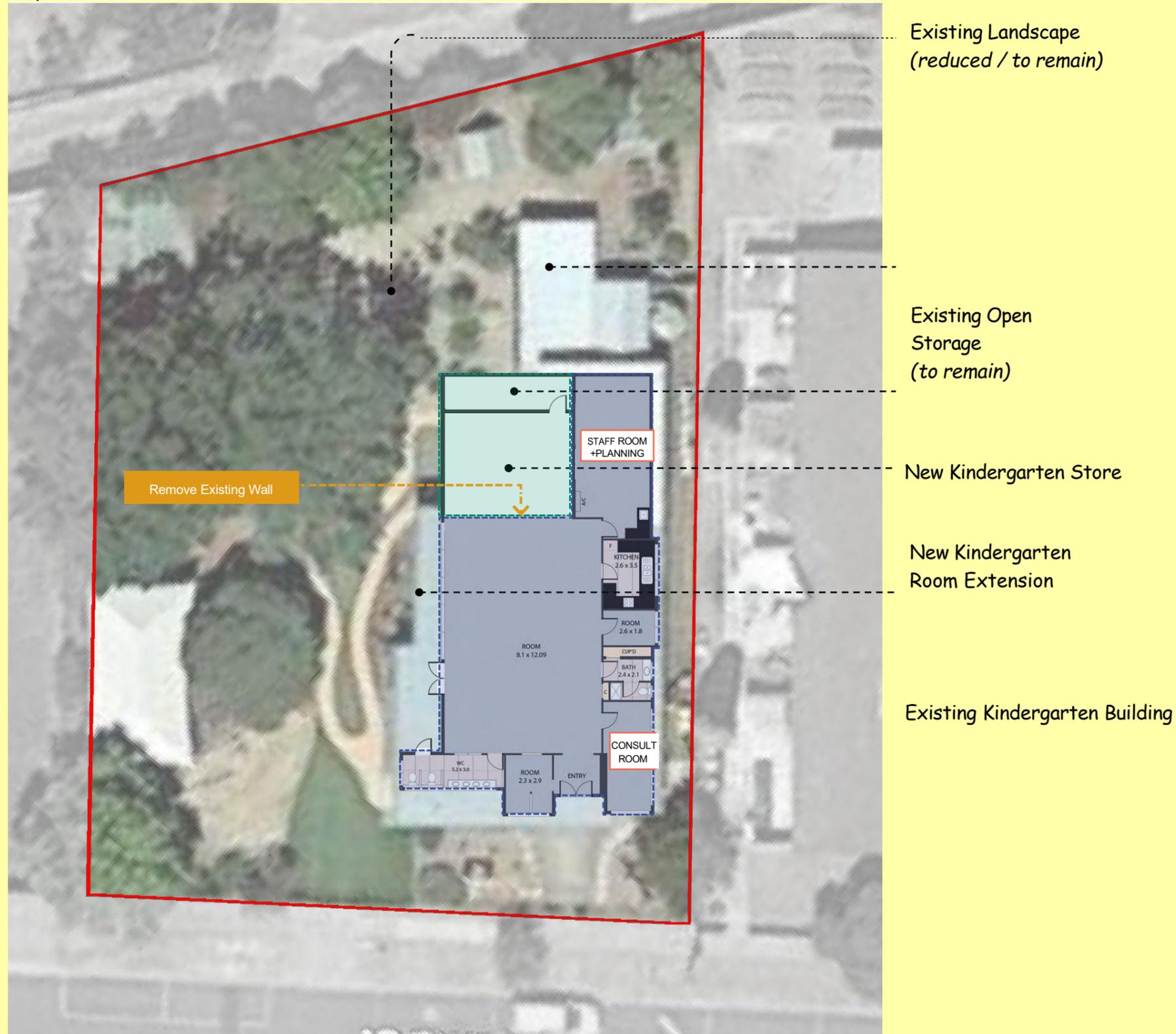


AREA SCHEDULE

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



A.G. Leech - Option 1

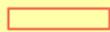
Addition and alteration Option 1 adds minimal spaces and retains all of the existing building

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.

LEGEND

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

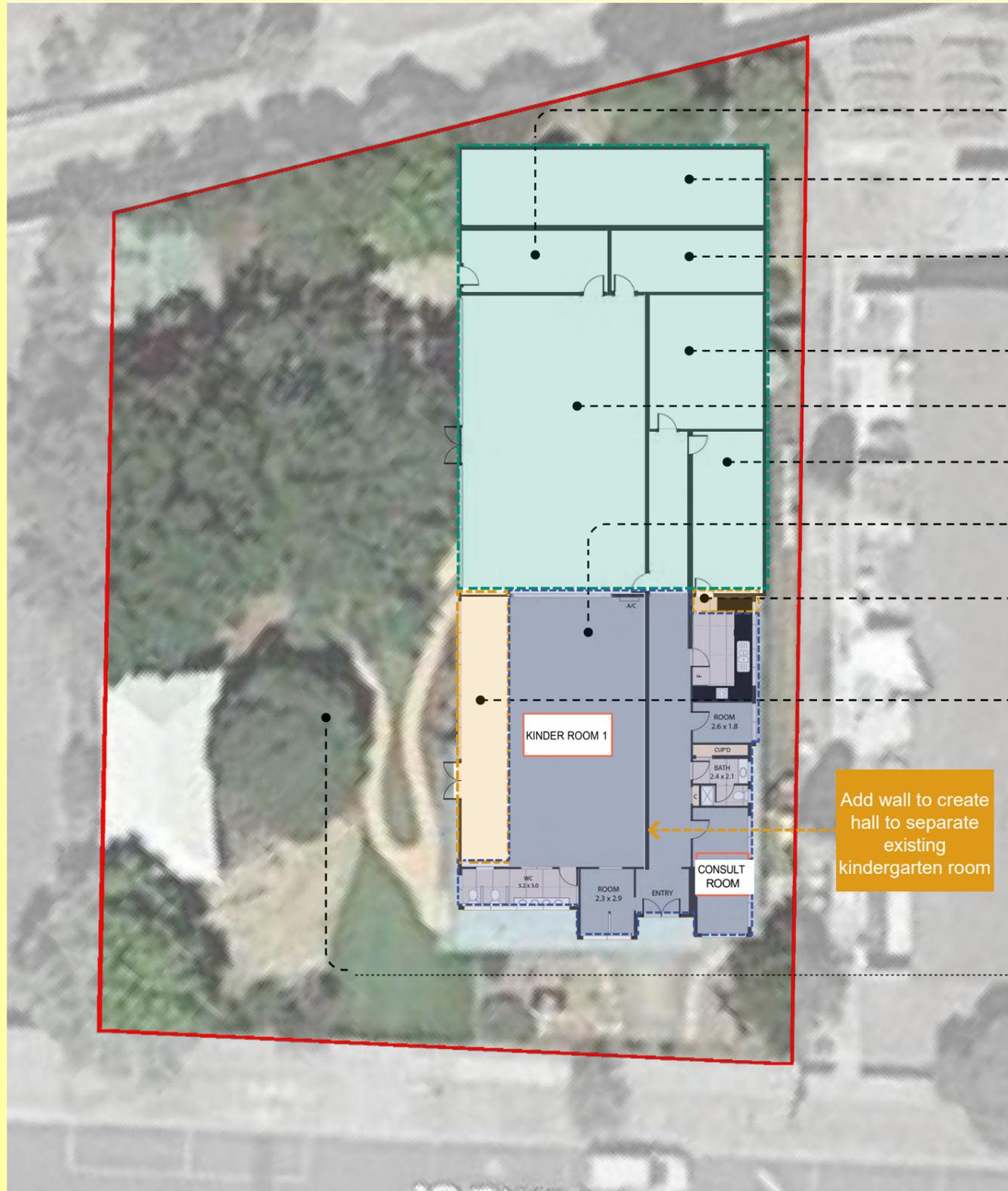
Existing Open Storage	44 sqm
Existing Landscape (<i>reduced</i>)	1138 sqm
Total Existing Area	1358 sqm
New Kindergarten Store	15 sqm
New Kindergarten Extension	35 sqm
Total Additional Area	50sqm
Total Site Area	1418sqm

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration

LEGEND

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



- New Kindergarten Toilets
- New Outdoor Store
- New Kindergarten Store
- New Staff Planning / Office
- New Kindergarten Room 2
- New Staff Room
- Existing Kindergarten Building (reduced / to remain)
- Kitchen Extended
- Kindergarten Extension
- Existing Landscape (reduced / to remain)

Add wall to create hall to separate existing kindergarten room

Total Site Area

1418sqm

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

5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration

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.

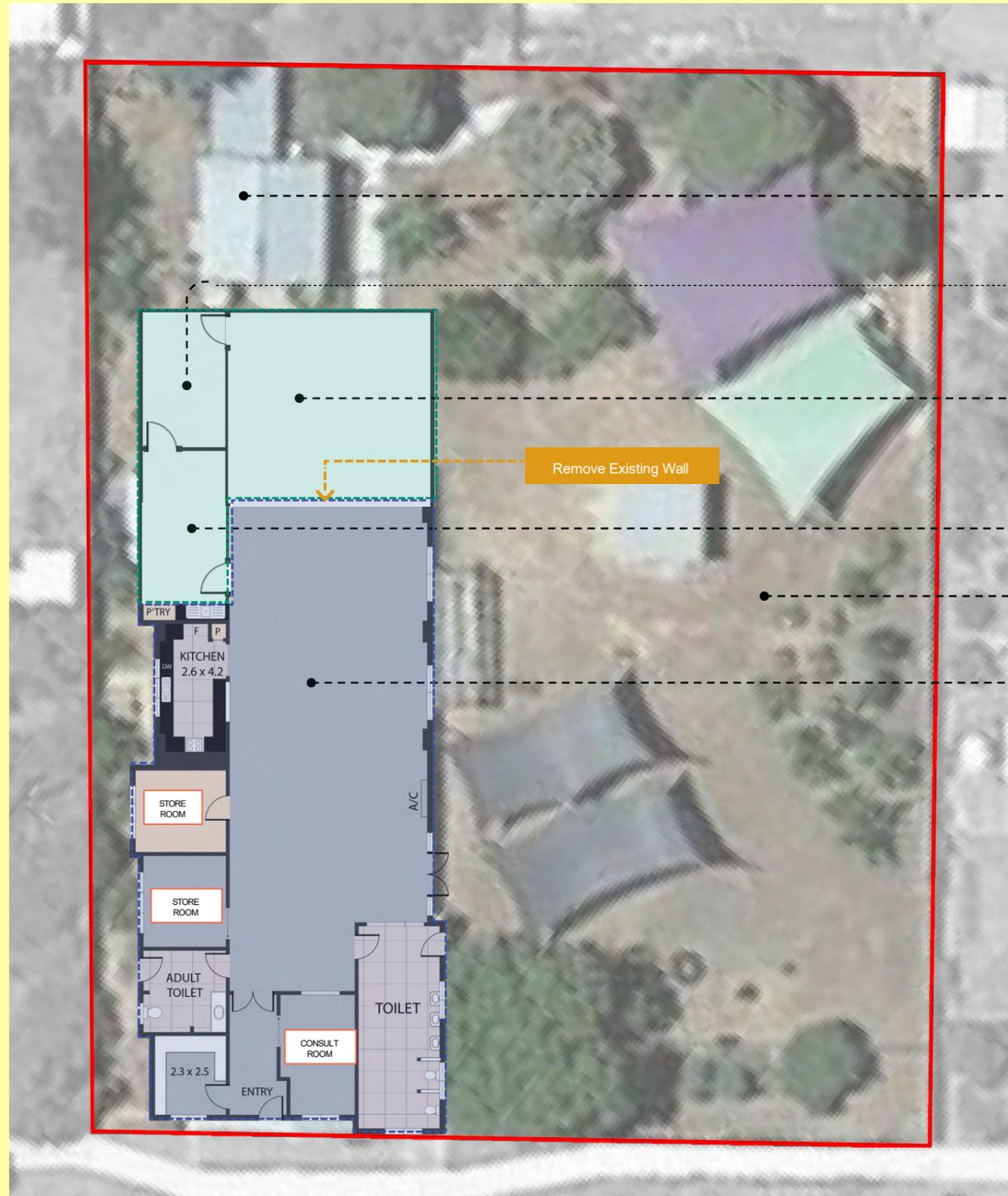


AREA SCHEDULE

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



Dunolly - Option 1

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

Additions include:

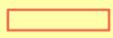
- Additional space added to the kindergarten room
- New staff room (attached to existing kitchenette)
- New Staff Planning /Office

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

LEGEND

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

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

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

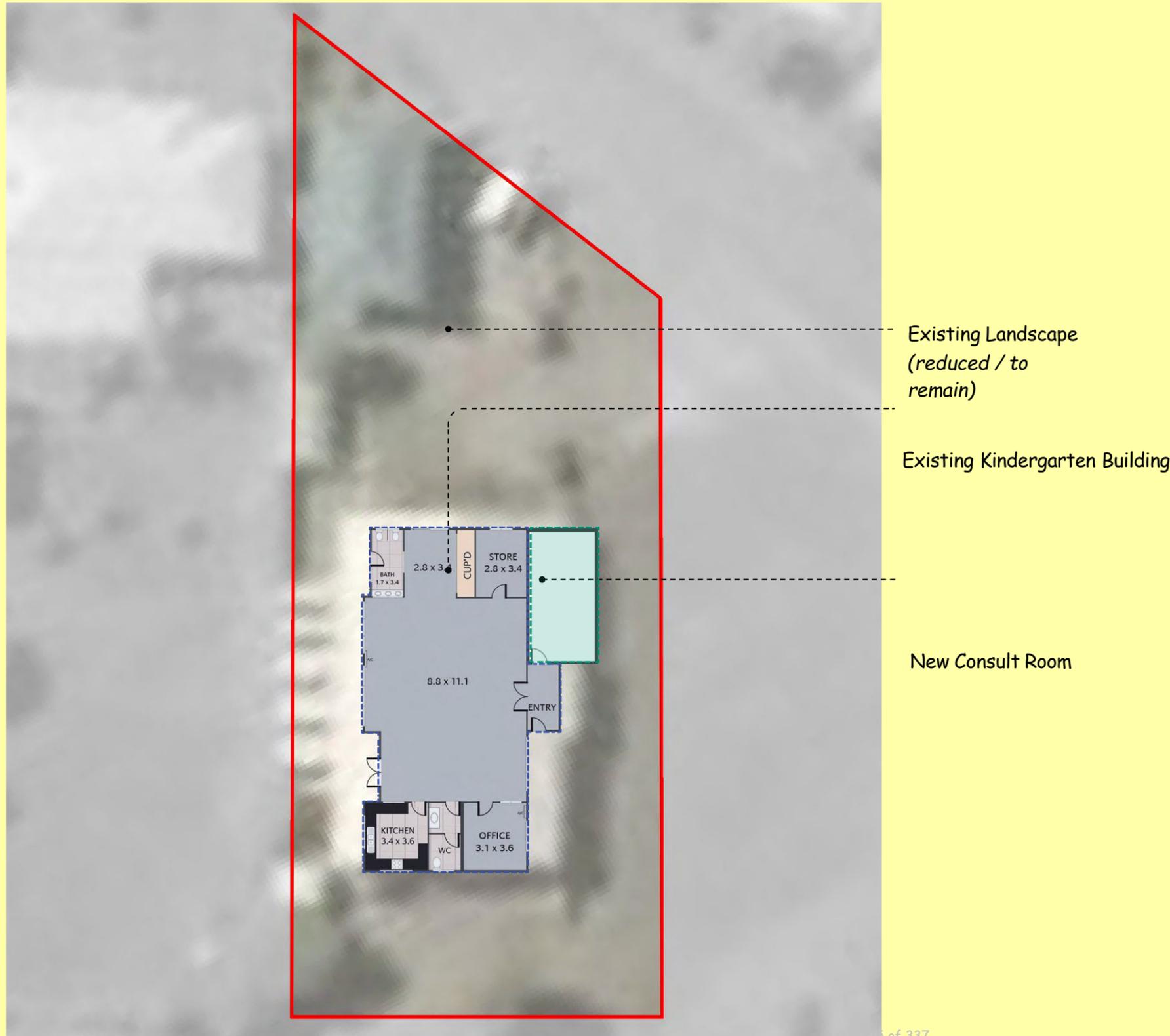
Back Creek Talbot- Option 1

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

Additions include:

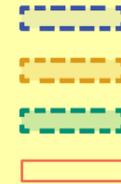
- New consult room

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



AREA SCHEDULE

LEGEND



Existing to Remain
Alteration to
Existing Addition
Change of Function

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

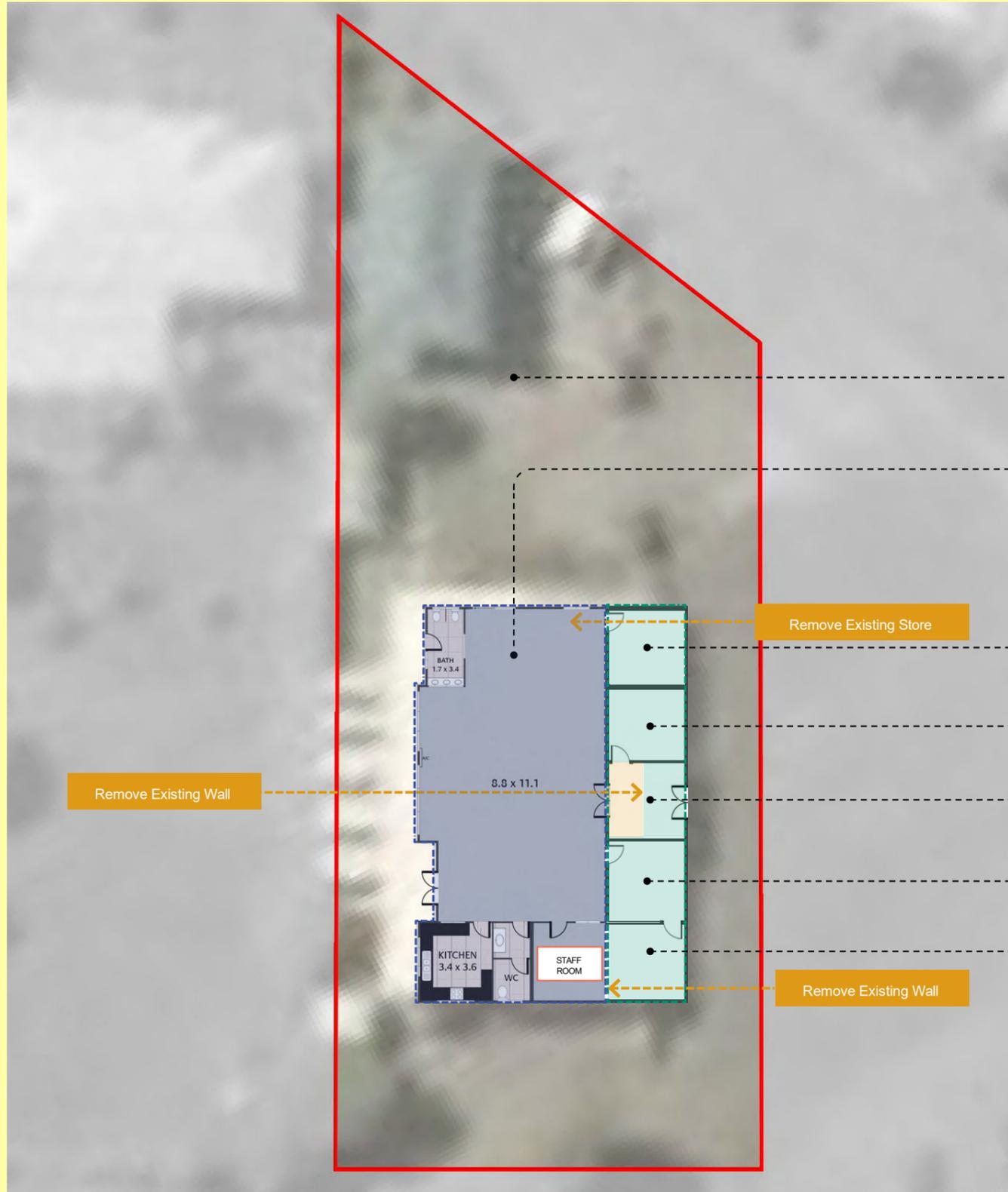
5.0 EXISTING KINDERGARTENS

5.3 Existing Kindergarten Addition + Alteration Exploration

LEGEND



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



Existing Landscape
(reduced / to remain)

Existing Kindergarten
Building

Remove Existing Store

New Store Room

Remove Existing Wall

New Consult Room

Entrance Extended

Remove Existing Wall

New Staff Planning /Office

Staff Room Extended

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 (<i>reduced</i>)	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
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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.

Dunolly *Stage 1* + Dunolly
20mins North of Maryborough

Californian Gully *Stage 2*

T.L. Stone *Stage 3*

Goldfields Family Centre *Stage 3*

A.G Leech *Stage 1*

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

Talbot *Stage 1*

+

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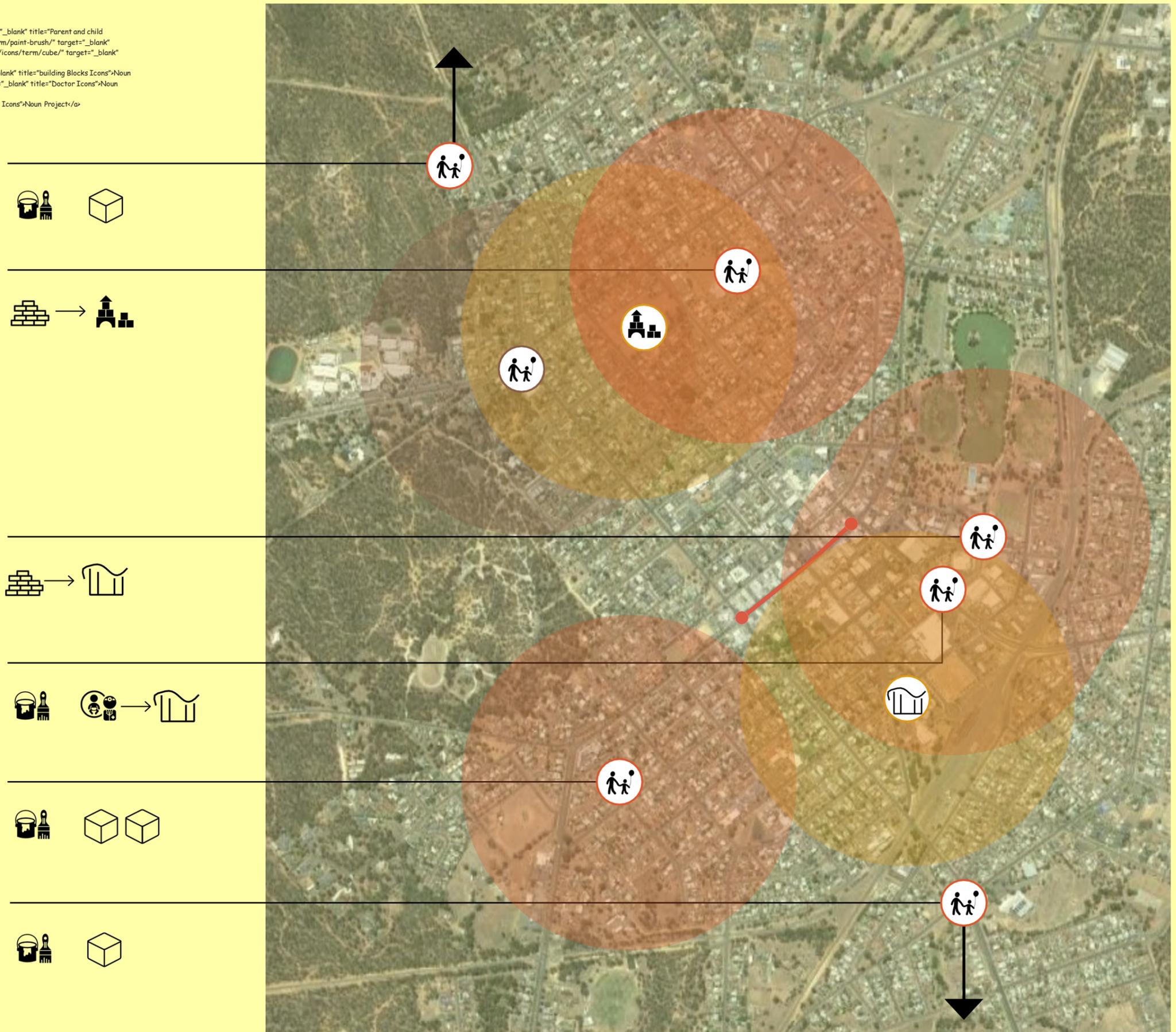
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ICON REFERENCES:

Parent and child by Krisada from <https://thenounproject.com/browse/icons/term/parent-and-child/> target="_blank" title="Parent and child Icons" Noun Project
Paint Brush by Muhammad Atiq from <https://thenounproject.com/browse/icons/term/paint-brush/> target="_blank" title="Paint Brush Icons" Noun Project
cube by Wren Pollard from <https://thenounproject.com/browse/icons/term/cube/> target="_blank" title="cube Icons" Noun Project
building Blocks by Falco B from <https://thenounproject.com/browse/icons/term/building-blocks/> target="_blank" title="building Blocks Icons" Noun Project
Doctor by Yazmin Alanis from <https://thenounproject.com/browse/icons/term/doctor/> target="_blank" title="Doctor Icons" Noun Project
Bricks by icon 54 from <https://thenounproject.com/browse/icons/term/bricks/> target="_blank" title="Bricks Icons" Noun Project



6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 1 - UPGRADES OF EXISTING KINDERS

1 Description 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.

Works to be completed include:

- 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

1. Funding Application
2. Funding Confirmed
3. Design
4. Tender
5. Construction

STAGE 1 - UPGRADES OF EXISTING KINDERS

4 Precursors 1. Funding

5 Possible Funding Streams Possible funding streams include:

- Building Blocks Grants - Capacity Building: Expansion Grant

6 Costs \$5,716,709

7 Risks / Comments

Securing Funding: 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.

Equity for All Children: 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.

3 Timeframes

June 2023 - January 2024

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.

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

STAGE 2 - ADDITIONAL 2-ROOM KINDER

1	<p>Description</p> <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</p>
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STAGE 2 - ADDITIONAL 2-ROOM KINDER

2	<p>Steps to Completion</p> <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	<p>Timeframes</p> <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	<p>Precursors</p> <ol style="list-style-type: none"> 1. Funding 2. New Kindergarten Construction must be completed before Californian Gully is decommissioned.
5	<p>Possible Funding Streams</p> <p>Possible funding streams include:</p> <ul style="list-style-type: none"> • Building Blocks Grants - Capacity Building: Modular Build or New Build
6	<p>Costs</p> <p>Modular Build: \$1,800,000 + Site Acquisition - Site Sales New Build: \$2,000,000 + Site Acquisition - Site Sales</p>

available this state- government funded childcare centre may negate the need for Council to deliver the Stage 2 additional 2-room kinder.

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 HU

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

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.

- T.L Stone decommissioned and site sold.
 - Goldfields Family Centre renovated and become Long Day Care only facility
-

6.0 MASTERPLAN IMPLEMENTATION

6.2 Detailed Implementation Strategy

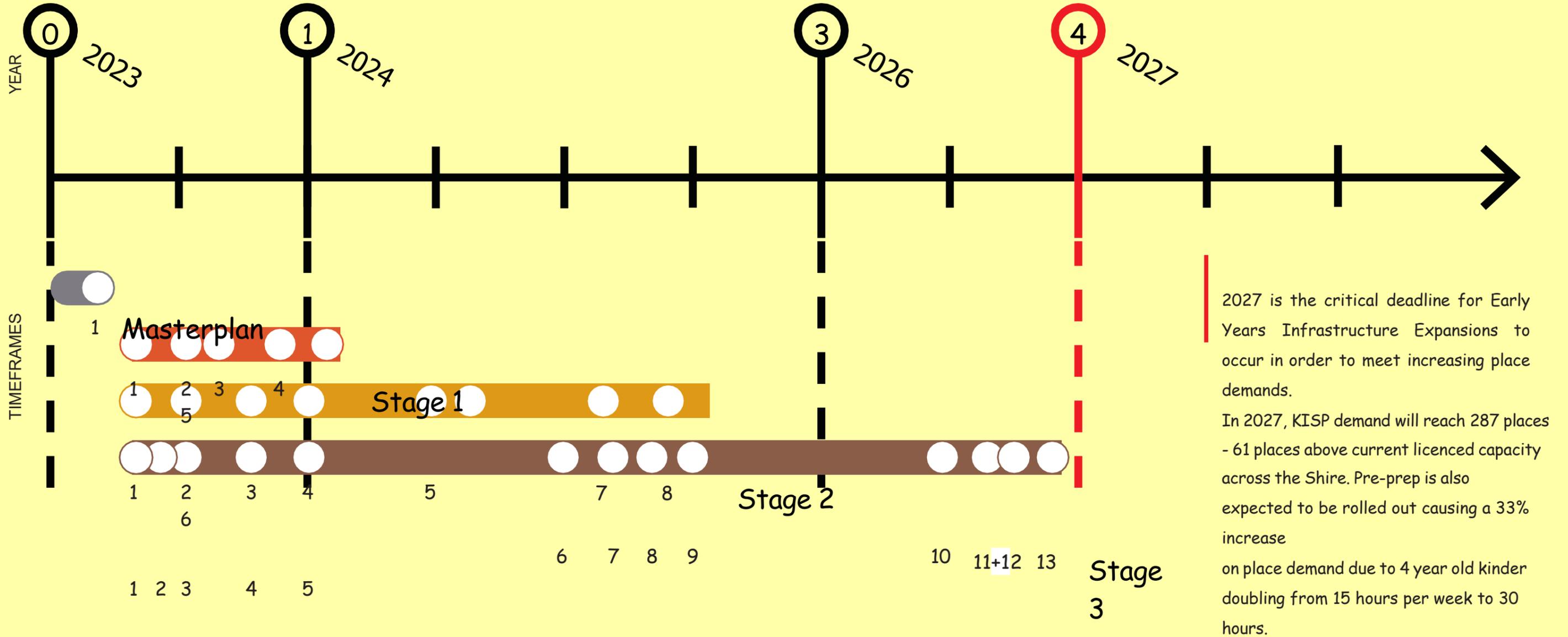
STAGE 3 - INTEGRATED HUB

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.</p> <p>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</p>

will continue.

6.0 MASTERPLAN IMPLEMENTATION

6.3 Implementation Timeframes



STEPS TO COMPLETION

Masterplan

1. Endorsement of Masterplan

Stage 1

1. Funding Application
2. Funding Confirmed
3. Design
4. Tender
5. Construction

Stage 2

1. Funding Application
2. Funding Confirmed
3. Site Acquisition / Agreement
4. Design

5. Tender
6. Construction
7. Decommission California Gully
8. Sale of California Gully Site

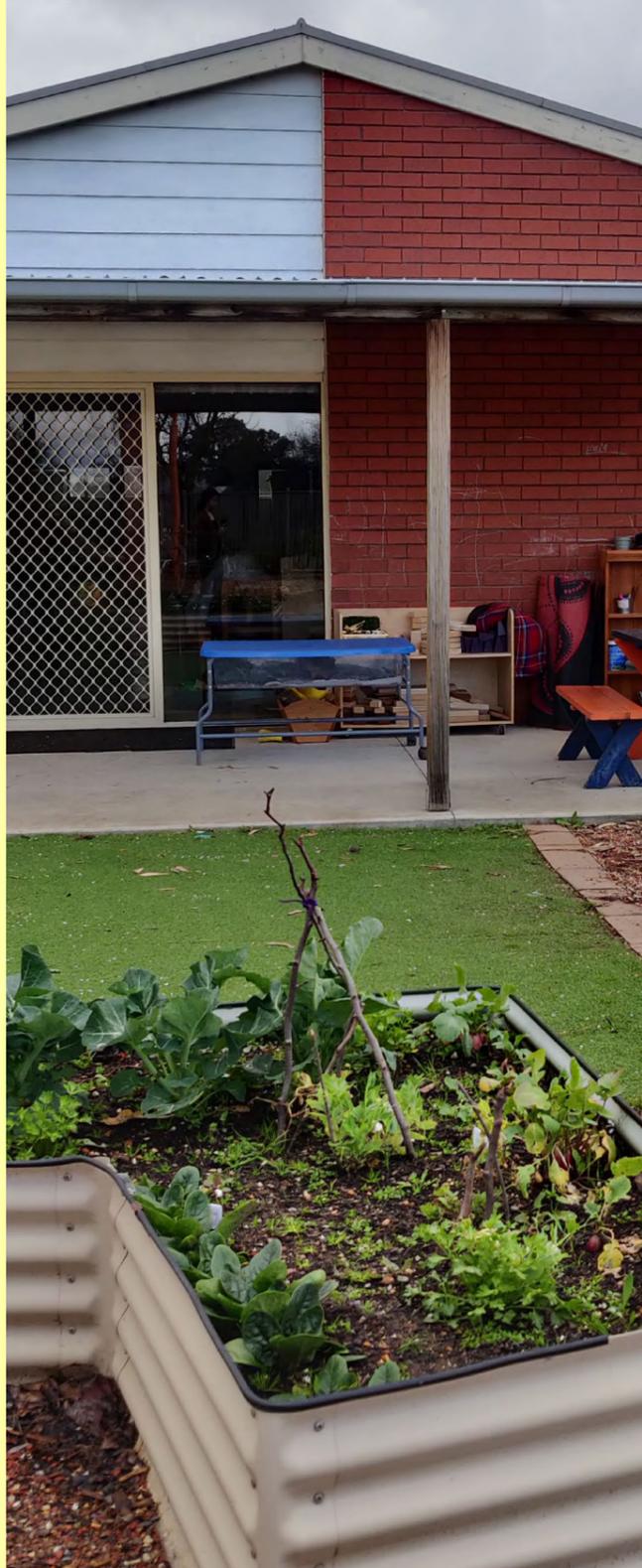
Stage 3

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

70 COSTS AND FUNDING

71 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.

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cludes full costing of the Integrated Hub,
renewal escalation figures and estimated
costings for the existing kindergarten
additions.

70 COSTS AND FUNDING

7 Scenario Costing + Capacity Summary

		Scenario 1 - Renew ALL kinders + New Integrated Hub + 1x 1Room Kidner							Cost			Comments
Service Name	Operated by	Recommended Capacity			Maximum Capacity Model			Renewal / Build 2023 Estimates	Site Acquisition	Site Sales		
		Capacity	Sessions Per Week	Total 15hr Kinder Places	Capacity	Sessions Per Week	Total 15hr Kinder Places					
Existing Kinders	Goldfields Family Centre Kindergarten	CGSC	22	2	44	26	2	52	\$3,945,841.12			Scenario 1 Requires: > Acquisition of 2 Sites > No Sale of Sites Council Assets: increase to 8 (from original 6) Scenario 1 is the baseline scenario where the bare minimum is changed to meet demand.
	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			> Acquisition of 2 Sites > Sale of 1 Site	
	AG Leech Kindergarten - Maryborough	YMCA	22	2	44	25	2	50	\$1,124,309.30				Council Assets increase to 7 (from original 6)
	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			Scenario 2 does the bare minimum to meet demand whilst enabling the decommissioning of California Gully.	
	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 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.	
	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		> Acquisition of 3 Sites > Sale of 2 Sites	
	AG Leech Kindergarten - Maryborough	YMCA	22	2	44	25	2	50	\$1,124,309.30		Council Assets increase to 7 (from original 6)	
	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	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.	
	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	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.	
	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					
	Impact of Pre-prep - a 50/50 split of 3+4 year old kinder - 15+30hr places			3yr Old 149		4yr Old 149	3yr Old 186			4yr Old 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			> Acquisition of 2 Sites > Sale of 2 Sites	
	AG Leech Kindergarten - Maryborough	YMCA	44	2	88	25	2	50	\$2,699,309.30			Council Assets Remain at 6	
	Californian Gully Kindergarten - Maryborough	YMCA	Decommisioned - Move to Kinder 1									\$817,661	To help meet the place demands without acquiring an additional site Scenario 4 adds an additional kinder room to the A.G. Leech site.
	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 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	
	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 Acquistion + Sales									\$1,635,322.00	\$1,635,322.00		
	TOTAL SCENARIO COST								<i>Capital Costs + Acquistion - 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						

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

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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.

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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.

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.

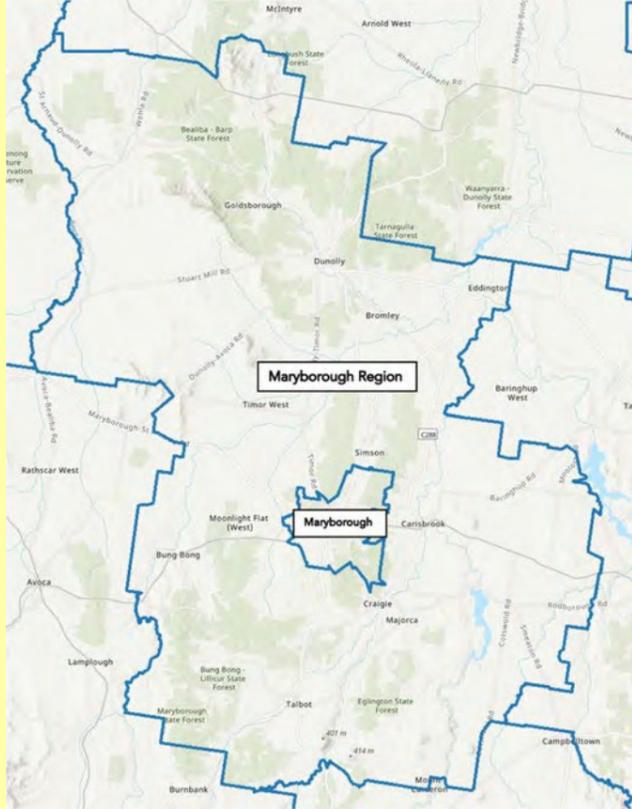
Figure 2

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

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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

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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	877	870	1
Latrobe	914	916	3
Mildura	930	921	5

Central Goldfields Shire is the most disadvantaged Local Government Area in Victoria, with an index score of 870. This score is significantly lower than the national average of 1,000, indicating a higher level of disadvantage. The score has improved slightly from 877 in 2011 to 870 in 2016. Other regions with higher scores (less disadvantage) include Latrobe (914 to 916) and Mildura (930 to 921).

These 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%

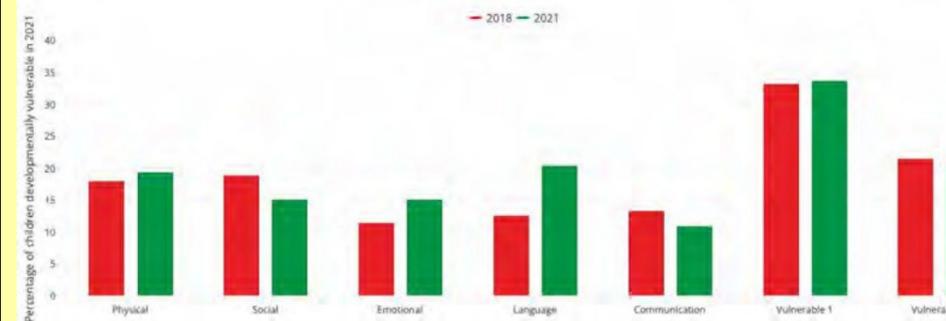
Source: *ABS 2016e, **ABS 2016f, ***DHHS 2015.

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 measurement level of vulnerability is notably higher than what exists at both the national and state level where those 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.

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=1yFGaMaFheXGUH8X-t8U3XeQ96tyAnkU&usp=sharing>

Figure 6
Maryborough central early years services locations

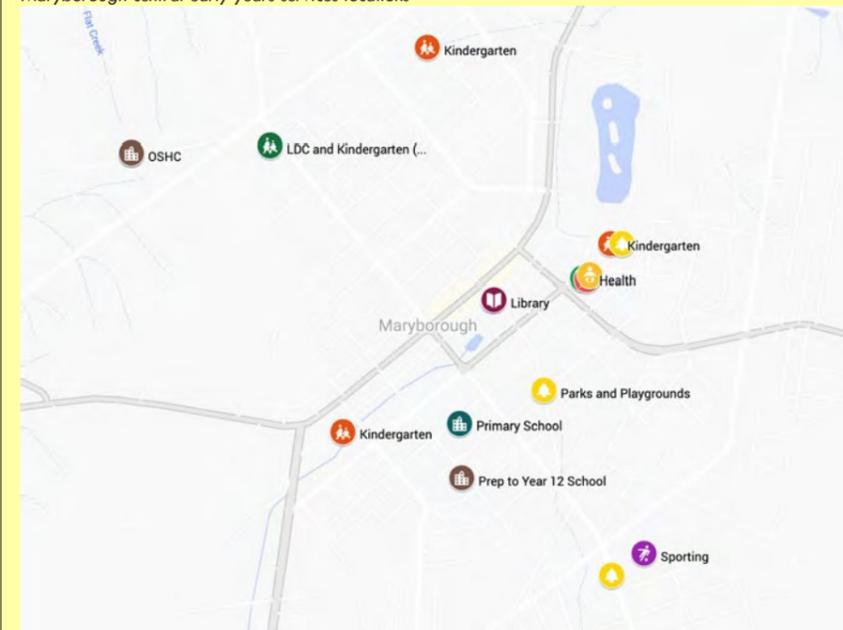


Table 2 provides an overview of twelve in-scope early years services in Central Goldfields. The service type, name, address and management is listed.

Table 2
Central Goldfields in-scope early years services

Service Type	Service Name	Addresses	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	123 Inkerman St Maryborough 3465	Private

Service Type	Service Name	Addresses	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

	service		
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

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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

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

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

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

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 Leach Kindergarten; and Maryborough – Californian Gully Kindergarten are running with capacities over the recommended utilisation

Total kindergarten places that cannot be accommodated by existing services	18	27	33	37	41	58	61	63	65
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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

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.

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

Long Day Care – Supply and Demand

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

Service Name	Operated by	Approved Places	Estimate of Approved Places Allocated to LDC
Goldfields Children's Centre and Roseberry House Early Learning Centre Maryborough	of Victorian children not living in major cities take up care every day of the week (average of three days per week)	107	50

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><u>Health</u> <u>Domestic Violence</u> 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.</p> <p><u>Mental Health</u> "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 are 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><u>Education: Adult language and literacy levels</u> 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><u>Employment/Poverty</u> 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

<p>disadvantage experienced by them in adulthood. This disadvantage profoundly impacts the physical and mental health of communities. 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><u>Housing</u> "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><u>Transport</u> 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><u>Internet access</u> 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 1.5hr/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

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

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

Semann & Slattery

Central Goldfields Shire Early Years Infrastructure Masterplan Project

PHASE 1 REPORT

Semann & Slattery

October 2022

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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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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

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 1.5km 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 1.5kms south of Maryborough central, and, because of the distance, the service does not have the same demand pressure.

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 NQS (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
TL Stone Memorial Kindergarten Maryborough	Exceeding NQS	Exceeding NQS

"We need to improve the quality of services across excellent high quality service, they don't want to go down a high quality service"
 Interviews: Community Services; DET;

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
Long Goldfields Children Centre	CGSC	100	50
Roseberry House Early Learning Centre Maryborough	Private	70	57

The analysis provides 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).

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.

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 - Califomian 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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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								
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 (2022, p.6)		23 (19.3%)	18 (15.1%)	18 (15.1%)	24 (20.3%)	13 (12.3%)	40 (35.6%)	24 (23.3%)

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.

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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 bulldozed 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.

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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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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.

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

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

8.0 APPENDICES

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.

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

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

8.0 APPENDICES

Score	1	Site or Conditions are not suitable. Complexity is High.
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	3	Site or Conditions are adequate. Complexity is neutral.
	4	Site or Conditions are somewhat ideal. Complexity is Low.
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8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

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 enrollemtns expand. Renewal cost: \$705 511.00
	Total out of 20	7	14	10	7	5	6

8.0 APPENDICES

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.

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

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

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	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.

8.4 Appendix 4 - Kindergarten Evaluations

Public Realm Lab

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



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	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to	Equity for all	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	- Californian Gully is decommissioned and replacement is close to original site - New hub require less kindergarten rooms	- Kindergarten on School Site (against community advice) - Goldfields Family Centre Closes down (newest kindergarten)	- 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	- Hub replaces existing kindergarten in central location - No new sites need to be acquired	- 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	- 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	- Minimal Cost - Utilises All Existing Buildings	- Heavily interrupts all kindergarten programs - Some kindergartens are viewed as beyond repair presently	- 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	-						<p>CAPITAL COST \$19,621,774</p> <p>SALES 1 Site</p> <p>PURCHASE 1 Site</p>	<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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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	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to	Equity for all	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 n 1x Long Day Care	-						CAPITAL COST \$18,784,465 SALES 2 Sites PURCHASE 1 Site	- Californian Gully + TL Stone is decommissioned - Goldfields Family Centre is Retained - Lower price range	- Californian Gully is consolidated into Hub - issue of location (review catchment data)	- 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 n 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	- Dec-omissions all older buildings - Goldfields Family Centre is retained - Interruptions are minimal - Multiple new locations lowers risk of quality gap	- Expensive - Requires purchase of two sites - Californian Gully is consolidated into Hub - issue of location (review catchment data)	- 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 n 2x Long Day Care	MCH moves to Hub Renovate to add 1 Kindergarten	Renew	New Infrastructure	New Infrastructure	Renew	Renew	1x Kindergarten n 1x Long Day Care	VSBA Kindergarten at MEC site 3x Kindergarten						CAPITAL COST \$20,809,465 SALES 2 Sites PURCHASE 2 Site	- 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	- Kindergarten on School Site (against community advice) - No kindergarten at centralised site	- 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						<p>CAPITAL COST \$20,200,209</p> <p>SALES 3 Sites</p> <p>PURCHASE 2 Sites</p>	<p>- Californian Gully + AG Leech is decommissioned</p> <p>- Goldfields Family Centre is Retained</p>	<p>- Californian Gully is consolidated into Hub - issue of location (review catchment data)</p>	<p>- 2 new kindergartens to be built if family childcare cant cover numbers</p> <p>- Must acquire two funding grants</p>
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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	AG Leech Kindergarten	Californian Gully Kindergarten	T L Stone Memorial Kindergarten	Dunolly Kindergarten	Back Creek Kindergarten	Growth Area Kindergarten	Other Additional Kindergarten	Child and Family Centred	Geographically Distributed	Minimises Interruption to	Equity for all	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 1 Site	- 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

8.0 APPENDICES

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:
Consult Room (5)
Treatment Room (2)
Counseling Room (1)
Dental Treatment
Dental Utility
Child Maternal
Health Clinical
Store
Admin

Reception

Medication Room Access WC (4)
Clean and Dirty Utility Waiting Area

S
t
a
f
f

a
n
d

Corporate
Building:
Meeting Room
Whole Staff
Office Staff
Room
Office (5)
Store
(2) IT
WC (2)
Access WC (2)
Renal Ready Spaces (4)

<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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MASTERPLAN ESTIMATES

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

8.0 APPENDICES

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 are 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.



8.0 APPENDICES

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Elemental Summary

Appendix 1: Cost Estimate - Option
1

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
<u>Health / Services</u>						
Waiting / Play Room	1.68%	45	m2	4,250.00	191,250	191,250

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8.0 APPENDICES

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Harlock

Elemental Summary

Appendix 2: Cost Estimates - Option
3

	Demoition	0.88%				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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8.0 APPENDICES

8.7 Appendix 7 - Cost Plans

Harlock

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 (15%)	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

8.7 PROPOSAL TO NAME AN OPEN SPACE IN WHIRAKEE RISE AS "CYRIL AND MYRA MARTIN RESERVE".

Author: Governance Officer

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to present the proposal to name an open space in Whirakee Rise as Cyril and Myra Martin Reserve.

RECOMMENDATION

That Council:

1. endorse the proposal to name the open space in Whirakee Rise, as identified below, as Cyril and Myra Martin Reserve, for public consultation;
2. that the feedback period close at 5pm 20 October 2023; and
3. That a final proposal, taking into consideration public feedback, be considered for adoption at the Council Meeting scheduled for 28 November 2023.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Our Spaces and

Places The Communities Vision:

1. Communities honour, protect, and celebrate culture, diversity, history, and heritage.
3. Engaging places and spaces for people to live, work, play and connect.
4. Activated, engaged, and informed citizens who have a say, volunteer, get involved in community matters
4. Transparent decision making;

The naming rules are the guidelines provided for under section 5 of the *Geographic Place Names Act 1998*.

The Local Government Act 2020 imparts no obligations on Council when considering the naming of places specifically.

However, in accordance with the Central Goldfields Shire Council Place Naming Policy, when a naming proposal is received, Council must ensure the community engagement principles are adhered to and consultation is undertaken with relevant parties.

BACKGROUND INFORMATION

The proposal relates to the open space highlighted in the map below.



A road name Martin Drive was proposed and approved by Council on 27 July 2021 at the request of the developer Mr Mark Dellavedova.

The proposal was to honour the achievements of Myra Martin (BEM, OAM) and Cyril Martin and to reflect the historical context of the achievements of a highly regarded couple, who were both involved in a wide range of community support activities for many years.

The renaming was subsequently refused by the State Government due to the proximity of a duplicate name and Council was not able to proceed with the road name Martin Drive being adopted.

The road was subsequently named Calista Drive.

REPORT

When the State Government refused Martin Place as a name, it provided the following feedback:

"[Our decision] is unfortunate as the historical information provided is great! Perhaps the name can be used to name a geographic feature - i.e., park or reserve."

On that basis it is proposed to name an open space in Whirakee Rise as Cyril and Myra Martin Reserve

The process will now be as follows:

- The proposal will be presented to a Council Meeting on 26 September 2023 for endorsement for public feedback.

- Public consultation will run for 30 days.
- An updated report, which takes into consideration public feedback, will be presented to Council Briefing on 21 November 2023 .
- The final report, which takes into consideration public feedback, will be presented to Council for endorsement on 28 November 2023.
- If the proposal is approved by Council, the proposal and all relevant documents will be lodged with the Registrar of Geographic Names (Registrar) for endorsement, Gazettal, and registration.

CONSULTATION/COMMUNICATION

As per Official Naming Rules Victoria, Principle B - Recognising the public interest;

- Changes may affect current and future residents, emergency response zones and addresses, property owners, businesses, and visitors.

Traditional Owners are also considered key stakeholders in the naming process due to their identity and connection to their Country and connection to the land.

On 6 June 2023, a letter inviting consultation, comments or feedback via email and mail were sent to Dja Dja Wurrung Corporation, Ambulance Victoria, and ESTA, providing 40 days to respond.

There were no objections received, however the Dja Dja Wurrung Corporation on 13 June 2023 advised that although there was no objection it would like to be consulted at an earlier state of any future similar proceedings.

An updated Place Naming Policy and a new Place Naming Procedure will be developed that will include, as part of the Place Naming Process, a requirement to consult with the Dja Dja Wurrung Corporation in the initial stages when assessing the suitability of the submitted proposal.

The community and those previously consulted, will be informed of the outcome of the proposal.

FINANCIAL & RESOURCE IMPLICATIONS

The initial costs associated with this process will be for advertising in the Maryborough Advertiser.

Future costs, if the proposed name is endorsed by Council, will include signage at the reserve and lodgement of the proposal and all relevant documents with the Registrar of Geographic Names (Registrar) for endorsement, Gazettal, and registration.

RISK MANAGEMENT

This report addresses Council's strategic risk:

Community engagement - Inadequate stakeholder management or engagement impacting brand reputation and community satisfaction in Council decision making.

stakeholders are consulted as required under legislation.

Community Well-being - Failure to recognise and manage the impact of changing social and economic conditions on the community, by ensuring the significant contribution of community members is recognised.

CONCLUSION

The naming of an open space in Whirakee Rise as Cyril and Myra Martin Reserve is being proposed for public consultation.

After public consultation has been considered, a final proposal will be presented for endorsement at the 28 November 2023 Council Meeting.

ATTACHMENTS

- 8.7.1 Historical context attachment - Proposal to name an open space in Whirakee Rise as Cyril and Myra Martin Reserve.



8.7.1 Historical context - Cyril and Myra Martin Reserve Proposal

Community Life of Myra Martin (BEM, OAM) and Cyril Martin (returned RAAF)

Myra moved her family to Maryborough in 1942 for employment and on Cyril returning from New Guinea they decided to stay.

Cyril set up a removalist business and then the Mobil Oil Agency.

Myra continued her dancing schools throughout central Victoria.

They participated completely in post war Maryborough.

Myra and Cyril built the first motel in Maryborough in 1959, only the 5th in Country Victoria.

The following is a list of the community endeavours that both initiated or participated in over their lives in Maryborough.

Myra Martin

Throughout Myra's life in Maryborough, she was the Principal of the Martin School of Dance and from 1943 until her death in 2017 all money raised from their concerts was returned straight back to the Maryborough Community.

- Myra was awarded a British Empire Medal (in 1975) as well as an Order of Australia Medal (in 1998).
- Myra directed and produced a Queen Carnival to raise funds to build the RSL Memorial Hall in 1946.
- Resurrected the Cub and Scout pack and was Akela for 12 years.
- Was a foundation member and soon went about raising money to build TL Stone kindergarten.
- In 1950 directed and produced a Queen Carnival to raise funds for the Brass Band and the Maryborough Football Club.
- Member of the Carnival Committee which ran the adult and junior hospital balls, held annually to raise money for the hospital. She also ran pantomimes for 8 years for the same purpose.
- In 1952 was a foundation member of the Ladies Comfort Station and volunteered for five years to drive around the surrounding districts to collect one shilling a week from farmers wives, to go into the fund.
- Ran garden parties, balls, and dances to assist fund raising as well and finally in 1958 the foundation stone was laid.
- She was an active member of the Maryborough Centenary committee where she prepared children for the celebrations and entertainment in Princes Park in 1954.
- Established the tap-dancing competition at the New Year's Day Sports which

originally commenced as an exhibition. She continued judging this successful Victorian competition for several years.

- Suggested a Queen Carnival be held to raise funds to build a Geriatric Centre. She was director and producer, and Clarendon House was begun.
- Qualified as a Chiropodist and volunteered for 11 years to provide a service for Hospital's public patients and residents of Clarendon House.
- Trained the Anglican Debutante Sets from 1957 to 2010 and the Catholic Debutants for many years.
- Taught Ballroom Dancing to all Maryborough 404 students for 30 years for their Annual Ball
- Ran Elderly Exercise and Healthy living groups for various community organisations in Maryborough and Carisbrook
- The list of committees Myra was on depended on the interests of her children and husband at the time:
 - President of the Ladies Committee of the Church of England Football club(6 years)
 - President of the Maryborough League Football club Ladies committee(5 years)
 - Active member of the Maryborough Swimming club in the 40's and 50's, training local girls to perform water ballets to give exhibitions in Ballarat and Bendigo as fundraisers.
 - Member of the Pony Club supporting her husband
 - Member of Primary School 404 and the Maryborough High School parent clubs
 - Member of the Australia Day committee for several years.

All the above was done on a voluntary basis.

Cyril Martin

- Raised money for the RSL and was a hard-working member.
- Member of Rotary and Masonic Lodge
- Coached Church of England Football Team to 5 premierships
- Coached Primrose in the District League
- Started the Maryborough Pony Club and was President for 13 years and District Commissioner. The riders at the Midland Zone competition compete for the Cyril Martin Trophy.
- Life member of Pony Club and Agricultural Society

8.8 MARYBOROUGH AND DISTRICT HOSPITAL SITE REZONING

Author: Manager Strategy and Economic Development
Responsible Officer: General Manager Infrastructure Assets and Planning

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The Purpose of this report is to consider a request for Council to provide a letter of support for rezoning all land which forms part of the Planning Scheme Amendment Maryborough and District Hospital to Public Use Zone- Schedule 3 (Health and Community).

The request has come from the Victorian Health Building Authority and the amendment itself would be under the authority of the Minister for Planning rather than Council.

RECOMMENDATION

That Council:

Write to the Victorian Health Building Authority expressing its support for the rezoning of the Maryborough and District Hospital site to Public Use Zone 6 – Health and Community, subject to;

- due process being followed in accordance with Section 20(4) of the Planning and Environment Act 1987, as described in the attached letter from the Victorian Health Building Authority; and
- full consultation with owners of directly affected and adjacent properties including 6 Neill Street and 5 & 7 Nightingale Street, Maryborough.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Good planning, governance, and service delivery

Initiative: Utilise planning process to facilitate/encourage appropriate development.

Planning and Environment Act 1987

Section 20(4) The Minister may exempt himself or herself from any of the requirements of sections 17, 18 and 19* and the regulations in respect of an amendment which the

Minister prepares, if the Minister considers that compliance with any of those requirements is not warranted or that the interests of Victoria or any part of Victoria make such an exemption appropriate.

Section 20A(2) The Minister may determine to prepare an amendment in a prescribed class or classes in accordance with this section.

Section 20A(3) If the Minister determines to prepare an amendment in a prescribed class or classes in accordance with this section, sections 17, 18 and 19* do not apply in respect of that amendment.

Section 20A(4) In preparing an amendment referred to in subsection (3) to a planning scheme applying in a municipal district, the Minister must consult with the municipal council for the municipal district

*Note: Sections 17, 18 and 19 refer to the notifications about an amendment.

BACKGROUND INFORMATION

Council has been approached by the Victorian Health Building Authority (VHBA) regarding a proposed Planning Scheme Amendment (PSA) for the Maryborough and District Hospital site.

The amendment seeks to rezone all land within the ownership of the Maryborough District Health Service to Public Use Zone - Schedule 3 (Health and Community).

Most of the site is already within this zone but some expansion areas should be rezoned in order to achieve consistency across the whole site and alignment with the actual use of the land.

Meetings have been held between council and VHBA officers on 20 February, 14 July, and 7 August 2023.

Following these meetings, VHBA has confirmed its intention to seek a PSA via a Section 20(4) process.

This provision of the Planning and Environment Act enables the Minister for Planning to prepare the amendment and be exempted from the normal requirements of public exhibition.

Under Section 20(5), the Minister may consult with the responsible authority (i.e., Council) or any other person before exercising these powers.

REPORT

The attached letter from the VHBA provides information and mapping in support of its request for Central Goldfields Shire Council to provide support for the proposed rezoning changes and for VHBA requesting the Minister for Planning to prepare, adopt and approve the PSA under Section 20(4) of the Planning and Environment Act 1987.

Officers recommend that this request be granted, as the proposed rezoning is an appropriate measure given the use of the land and it is also appropriate for the amendment to be undertaken through a Section 20(4) process as it is a Victorian Government project.

It is also recommended that providing a letter of support be considered at a Council Meeting, in order to provide transparency about the process and Council's support for it on behalf of the shire community.

The letter would be submitted by the VHBA to the Department of Transport and Planning with the planning scheme amendment submission documents.

VHBA's Target Timeframes:

- Early September - stakeholder consultation letters issued (including to Council);
- End of September - 28-day consultation period ends;
- Mid-October - Planning Scheme Amendment to be submitted to DTP (including letter from Council and Consultation Report);
- Late January - decision by DTP.

CONSULTATION/COMMUNICATION

Under Section 20(5) of the Act, no community consultation such as public exhibition is required as it would be for a PSA prepared by council.

As the proposed rezoning is simply for consistency across the hospital site and its use of the land, it is not considered necessary to go through a public exhibition process. The use of the land for the hospital redevelopment has already been well publicised and is not open to contention.

The VHBA has undertaken to notify immediately adjoining neighbours, particularly those at 5 and 7 Nightingale Street.

Direct notification and consultation with the owner of 6 Neill St is also appropriate as that property is directly affected by the proposed rezoning.

The letter of support provided to VHBA will reaffirm Council's request for this to be carried out as part of the rezoning process.

By considering the letter of support at a Council Meeting, a more transparent public process has been undertaken than the minimum required.

FINANCIAL & RESOURCE IMPLICATIONS

There is no financial cost to Council.

A minimal amount of officer time is required in order to meet the request.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by ensuring that any support for the proposed rezoning of the land is undertaken through a transparent public process at a formal Council Meeting.

CONCLUSION

The proposed rezoning of land within the Maryborough District Health Service site will bring the zone of the land into alignment with its intended use.

VHBA requesting the Minister of Planning to prepare, adopt and approve a Planning Scheme amendment under Section 20(4) of the Planning and Environment Act 1987 is regarded as the appropriate process for the rezoning, subject to full consultation with affected property owners. It is therefore recommended that Central Goldfield Shire Council provide in-principle support for the process, as requested by VHBA.

ATTACHMENTS

- 8.8.1 Letter attached from Victorian Health Building Authority dated 30th August 2023 (VHBA ref. HHSD/23/289486).



Victorian
Health Building
Authority

8.8.1

HHSD/23/289486

Philip Schier
Manager Strategy and Economic Development
Central Goldfields Shire Council
22 Nolan Street
MARYBOROUGH VIC 3465

Via Email: philips@cgoldshire.vic.gov.au

Dear Philip

Re: Proposed Central Goldfields Planning Scheme Amendment (PSA) to rezone all land forming the Maryborough and District Hospital to Public Use Zone - Schedule 3 (Health and Community)

This letter has been prepared by the Victorian Health Building Authority (VHBA), as part of the Department of Health, to notify Central Goldfields Shire Council of its intention to submit a Planning Scheme Amendment (PSA) to the Central Goldfields Planning Scheme. The PSA seeks to rezone all land which forms part of the Maryborough and District Hospital to Public Use Zone - Schedule 3 (Health and Community). The amendment is to be submitted to the Minister for Planning pursuant to Section 20(4) of the *Planning and Environment Act 1987* and will include a summary of consultation with the community and Council.

There has been ongoing engagement with Council regarding the proposed rezoning and planning scheme amendment, with meetings held between Council and VHBA officers on 20 February 2023, 14 July 2023, and 7 August 2023. As part of these meetings, VHBA officers confirmed the intention with the Council to undertake the PSA via the Section 20(4) process.

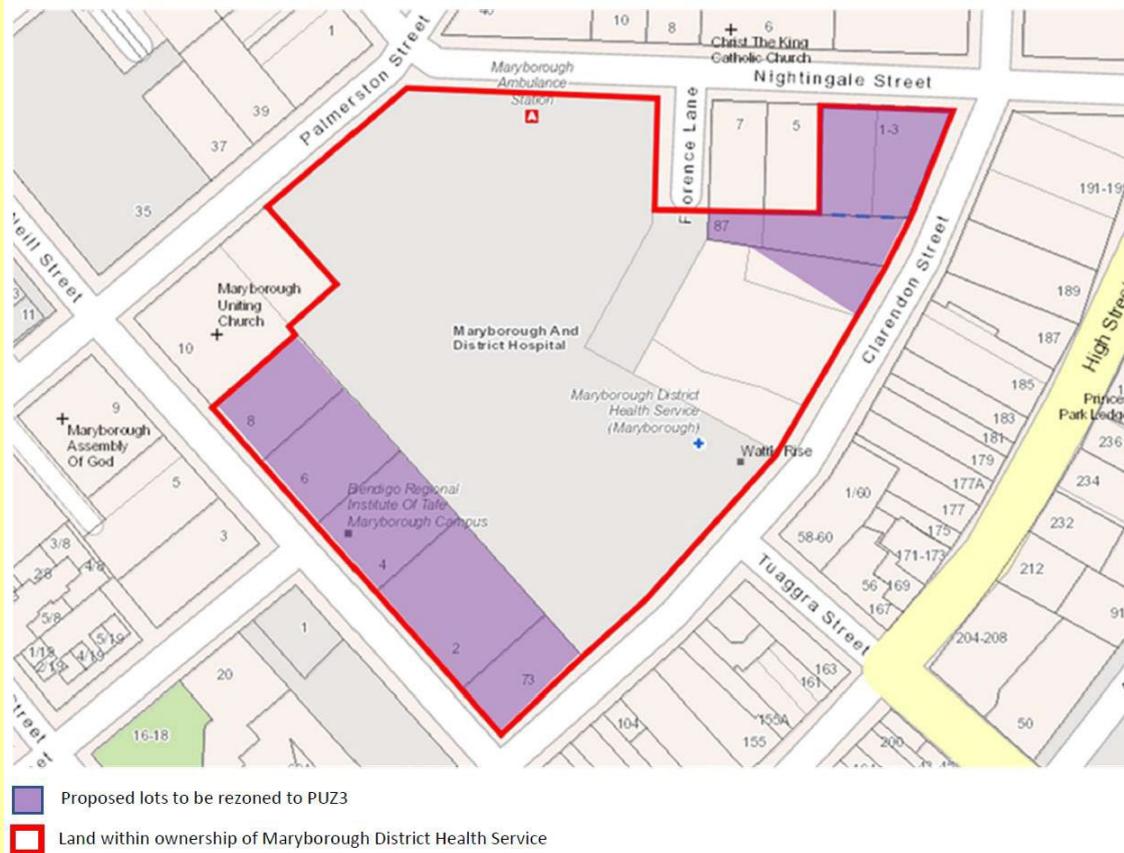
The Proposed Amendment

The Maryborough and District Hospital is located on land at 75-87 Clarendon Street, Maryborough. Most of the hospital site is within the Public Use Zone Schedule 3 - Health and Community (PUZ3). However, in recent years the Maryborough District Health Service has acquired additional lots adjacent to the hospital site to accommodate the need for expanded facilities and services associated with the hospital. This has resulted in several lots which form part of the hospital site that are in an alternative zone (e.g. residential or commercial) that doesn't reflect the established uses on site.

It is proposed to undertake an exercise to rezone all land within the ownership of the Maryborough District Health Service to PUZ3. This will ensure the zoning reflects the established uses on site, which are all used in association with the hospital.

A PSA is proposed to facilitate the rezoning. The lots that are proposed to be rezoned to PUZ3 are identified in purple on the map below.

Proposed lots to be rezoned to PUZ3



Seeking your feedback and support

We look forward to receiving the Central Goldfields Shire Council's support for the proposed rezoning changes and for VHBA requesting the Minister for Planning to prepare, adopt and approve the PSA under Section 20(4) of the *Planning and Environment Act 1987*.

If you require further information on the amendment or have any questions, please contact us at vhba.psafedback@health.vic.gov.au. We would appreciate receiving your response by **3 October 2023**.

Yours sincerely

Deanne Leaver
Senior Executive Director, Asset Development and Infrastructure Advisory Services

25/08/2023

8.9 CEO Employment and Remuneration Policy Update and CEO Employment Matters Advisory Committee Independent Chairperson EOI

Author: General Manager Corporate Performance

Responsible Officer: General Manager Corporate Performance

The Officer presenting this report, having made enquiries with relevant members of staff, reports that no disclosable interests have been raised in relation to this report.

SUMMARY/PURPOSE

The purpose of this report is to seek adoption from Council of the updated CEO Employment Matters Policy and to also initiate an Expression of Interest process to fill the currently vacant chairperson role for the CEO Employment Matters Advisory Committee.

RECOMMENDATION

That Council:

1. Adopt the updated CEO Employment and Remuneration Policy
2. Support the proposed Expression of Interest process for the vacant Chairperson of the CEO Employment Matters Advisory Committee via a selective tender process.

LEGISLATION AND POLICY CONTEXT

Central Goldfields Shire Council's Council Plan 2021-2025 - Leading Change

The Community's vision 4. Good planning, governance, and service delivery

Local Government Act 2020 - s45

BACKGROUND INFORMATION

The current CEO Employment and Remuneration Policy was adopted by Council on 21 December 2021 and is overdue for review.

The previous Chairperson Mr Chris Eddy notified Council of his decision to withdraw from the contract noting it was valid until March 2024.

Mr Eddy had been contracted to provide the chairperson role since October

2020. Due to the vacancy a procurement process to fill the vacancy is to be initiated.

REPORT

The CEO Employment and Remuneration Policy was adopted in December 2021 and is overdue for review and update.

Officers have reviewed the current policy as attached with changes tracked updating relevant legislative reference and updating in regard confidentiality and protection of personal information under section 3 of the Act, beyond these changes it remains relevant and compliant with the requirements of the Local Government Act 2020. The updated policy is included at Attachment 1.

The role of Chairperson of the CEO Employment Matters Advisory Committee has been vacated by the previous incumbent Mr Chris Eddy after giving formal notice of withdrawal from the contract in June 2023.

It is proposed to conduct an expression of interest (EOI) via a selective tender process for submissions for the chairperson role. Included at Attachment 2 is the information sheet for the proposed selective tender process.

CONSULTATION/COMMUNICATION

The Expression of Interest process will be a selective tender approach using advice from the Municipal Association Victoria on current service providers.

FINANCIAL & RESOURCE IMPLICATIONS

The report was prepared by officers using existing budget and resources.

The final cost will be determined by the EOI process, but an allocation based on existing contractual arrangements has been included in the 2023/24 budget.

RISK MANAGEMENT

This report addresses Council's strategic risk Governance - Failure to transparently govern and embrace good governance practices by engaging an external chair with the relevant skills and experience to help support the CEO Employment Matters committee in making recommendations to Council.

CONCLUSION

Council is to adopt the updated CEO Employment and Remuneration Policy as attached with changes shown via tracked changes in the document.

Council to support the proposed Expression of Interest process for the vacant Chairperson of the CEO Employment Matters Advisory Committee via a selective tender process.

Noting the information sheet as attached that inform those providing tender responses.

ATTACHMENTS

8.9.1 CEO Employment and Remuneration Policy updated.

8.9.2 CEO Employment Matters Independent Chairperson "Expression of Interest" Sheet

CHIEF EXECUTIVE OFFICER EMPLOYMENT AND REMUNERATION POLICY



***Please note - Updates in Red Text**

Directorate:	Corporate Performance
Responsible Manager:	General Manager Corporate Performance
Review Due:	
Adoption:	Council
Date Adopted:	

Acknowledgement

Central Goldfields Shire Council acknowledges that we are situated on the traditional lands of the Dja Dja Wurrung people, and we offer our respects to their elders past, present and emerging.

1. Purpose

This policy reinforces Council's commitment to good governance practices and provides a consistent, fair and transparent framework for employment matters relating to the Chief Executive Officer (CEO) including recruitment, contract terms, performance monitoring and annual review. This policy is a requirement of the *Local Government Act 2020* and outlines the Council's approach to managing the recruitment and appointment of its CEO.

2. Application and Scope

Sections 45 and 46 of the *Local Government Act 2020* (the Act) contain specific provisions regarding the appointment and functions of the CEO.

3. Council responsibilities

Under the Act, Council is responsible for:

- Developing, adopting and keeping in force the CEO Employment and Remuneration Policy
- Undertaking the recruitment and appointment of a CEO when a vacancy occurs in the office of CEO

- Appointing an Acting CEO when there is a vacancy in the office of the CEO, including a temporary vacancy.
- Appointing an Acting CEO when there is a vacancy in the office of the CEO, including a temporary vacancy.

The Mayor has a responsibility to take a leadership role in ensuring the regular review of the performance of the CEO.¹

To implement the requirements of the Act, Council will:

- Establish a CEO Employment Matters Advisory Committee (Committee) to oversee the implementation of the Policy
- Appoint an independent member(s) to the Committee to assist with and advise on the implementation of this Policy
- In the case of a vacancy, appoint an Acting CEO for a maximum of 12 months only
- Determine the rate of remuneration of the Independent Member(s) of the Committee
- Consider reports and recommendations from the Committee
- Review this Policy within six (6) months of a Council election

4. CEO Employment Matters Advisory Committee

4.1. Role of Committee

The Committee is established to:

- Make recommendations to Council on employment matters relating to the CEO; and
- ii) Monitor and make recommendations to Council on performance matters relating to the CEO; and (iii) Perform any other functions or responsibilities prescribed by the Act or specified by Council.

The Committee is advisory only and has no delegated decision-making power or authority.

4.2. Membership of Committee

The Chief Executive Officer Employment Matters Advisory Committee will comprise of the Mayor of the Central Goldfields Shire Council together with a minimum of two Councillors and an Independent Chairperson. (The General Manager Corporate Performance will provide support as required, but is not a member of the committee).

4.3. Terms of Appointment of Committee

- Appointment of the Councillor members of this committee will occur annually at the Statutory Meeting of Council

¹ Local Government Act 2020 s 18 (1) (g).

- Appointment of the Independent Chairperson will be for a two-year term with an option to extend for a further two-years, with the commencement date being the engagement date of the Independent Chairperson.
- The operations of the Committee will be evaluated annually to ensure it continues to be effective and contemporary
- The Committee must meet at a minimum annually, or more frequently as directed by Council.
- Ensuring there is protection of confidential information under the Local Government Act section 3(f) personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

4.4. Accountability and Extent of Authority

Council authorises the Committee within its scope of responsibilities to make recommendations to Council on matters relating to the Chief Executive Officer or the person appointed to act as the Chief Executive Officer including the following:

- Appointment of the Chief Executive Officer
- The remuneration and conditions of appointment of the Chief Executive Officer (including annual remuneration review)
- Negotiating any extension of the appointment of the Chief Executive Officer under section 44(3) of the Act
- Conduct of the annual performance review of the Chief Executive Officer; and
- Performing other functions as required in supporting the performance review and performance development of the Chief Executive Officer.

4.5. Conduct of committee members

In performing the role of Committee Member, a person must:

- act with **integrity**
- **impartially** exercise his or her responsibilities in the interests of the local community
- **not improperly** seek to confer an advantage or disadvantage
- **avoid conflicts** between his or her public duties and his or her personal interests and obligations
- commit to **regular attendance** at meetings.

4.6. Committee member Confidentiality and Use of Information

Committee Members agree to comply with their obligations under section 28 of the Act in relation to confidential briefings or information as defined under the Act and recognise that this obligation extends to ensuring the safekeeping of confidential information. Committee Members must not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information.

4.7. Independent Chairperson

The Independent Chairperson of the Chief Executive Officer Employment Matters Advisory Committee must—

- not be a Councillor; and
- not be a member of Council staff; and
- be suitably qualified with regard to the selection criteria.

The following selection criteria applies to the appointment of the Independent Chairperson:

- A clear understanding of the objectives, roles, duties and obligations of the Chief Executive Officer and Council
- Ability to exhibit clear leadership
- Ability to work effectively with Councillors and the Chief Executive Officer
- Demonstrated human resource management skills, senior business experience and relevant qualifications
- Experience in senior management recruitment and development
- Understanding of performance management processes and procedural fairness
- Senior Level experience within a Government framework and sound knowledge of governance and legal obligations
- Previous experience working with Councillors, Executive Governance bodies or Board Members in advisory and/or facilitation roles.
- Price

Council will pay a set fee, to be determined on an hourly, or per meeting basis, to the Independent Chairperson as determined through a competitive procurement process. The amount of the fee has regard to the specific roles and responsibilities the chairperson will undertake. The Chairperson of the Committee will also be reimbursed for any transport costs they have incurred in participating in meetings and related activities.

4.8. Selection process for Independent Chairperson

The Chair of the Chief Executive Officer Employment Matters Advisory Committee must be appointed by Council and must be an Independent Representative. Any extension of term must be made by Council in accordance with part 4.3 above.

The selection committee for the Independent Chairperson will include the Mayor, any interested Councillors and the General Manager Corporate Performance. The Committee will assess the nominations against the selection criteria and recommend an appointment to Council.

4.9. Reporting of the Committee

The committee must provide a report on the Chief Executive Officer's performance review and a recommendation on the Chief Executive Officer's remuneration, annually to a meeting of the Council, within two months of the Chief Executive Officer's employment anniversary.

4.10. Administration Support

Administration support will be provided by the office of the General Manager Corporate Performance, as required.

5. Roles and Responsibilities

Person/s responsible	Accountability
Council	<ul style="list-style-type: none"> To appoint members of the committee To appoint an Independent Chairperson
Committee members	<ul style="list-style-type: none"> To undertake the duties set out in this policy in accordance with the terms of the policy
General Manager Corporate Performance	<ul style="list-style-type: none"> To provide administrative support to the committee, as required.

6. Review

This Policy must be reviewed a minimum of once every 4 years.

7. Human Rights Statement

It is considered that this policy does not impact negatively on any rights identified in the Charter of Human Rights Act (2007). Central Goldfields Shire Council is committed to consultation and cooperation between management and employees.

8. Relevant Legislation and Council Policies

- *Local Government Act 2020*- specifically:
 - Section 44 outlines the required CEO appointment process
 - Section 45 outlines the required Chief Executive Officer Employment and Remuneration Policy
 - Section 46 outlines the functions of the CEO
 - Section 66(2)(a) lists the consideration of confidential information as a specified circumstance. Confidential information is defined under section 3(1)(f) of the Act as personal information which would result in the unreasonable disclosure of information about a person.



8.9.3 Central Goldfields Shire Council

CEO Employment Matters

Independent Chairperson "Expression of interest"

Sheet

September 2023

Author: Mick Smith

Date: September 2023

Acknowledgement of Country

Central Goldfields Shire Council acknowledges the ancestors and descendants of the Dja Dja Wurrung. We acknowledge that their forebears are the Traditional Owners of the area we are on and have been for many thousands of years. The Djaara have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

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Background Information about the Committee

Council has established an Advisory Committee known as the CEO Employment Matters Committee (the Committee) under the provisions of Section 45 of the Local Government Act 2020.

The role of the Committee is to advise Council on contractual matters relating to the CEO or the person to act as the CEO, including, but not limited to, the following:

- The appointment of the CEO or person to act as the CEO
- Remuneration and conditions of appointment of the CEO or person to act as the CEO
- Extension (i.e. reappointment) of the CEO or person to act as the CEO
- Performance reviews of the CEO, including recommendations to Council as a result of performance reviews
- The performance of any other prescribed functions or responsibilities stipulated under the Local Government Act 2020 or Regulations in relation to the CEO employment.

The Committee consists of the Independent Chairperson, Mayor, two Councillor's and meets as required during the year.

The Chairperson will be appointed for a two year term with an option for a further two year term extensions.

The Independent Chairperson will need to develop the draft performance criteria and performance review methodology for consideration by the Committee and final approval by Council.

The Independent Chairperson of the Chief Executive Officer Employment Matters Advisory Committee must—

- not be a Councillor; and
- not be a member of Council staff; and
- be suitably qualified with regard to the selection criteria.

Selection Criteria

The following selection criteria applies to the appointment of the Independent Chairperson:

- A clear understanding of the objectives, roles, duties and obligations of the Chief Executive Officer and Council
- Ability to exhibit clear leadership
- Ability to work effectively with Councillors and the Chief Executive Officer
- Demonstrated human resource management skills, senior business experience and relevant qualifications
- Experience in senior management recruitment and development
- Understanding of performance management processes and procedural fairness

- Senior Level experience within a Government framework and sound knowledge of governance and legal obligations
- Previous experience working with Councillors, Executive Governance bodies or Board Members in advisory and/or facilitation roles.
- Price

CEO Employment and Remuneration Policy

The Policy sets out the role, terms of reference and the duties and responsibilities of the Committee.

Details of the role of the Independent Chairperson

The role of the Independent Chairperson will include:

- Attending and Chairing the meetings of the CEO Employment Matters Committee
- Working as an effective member of the Committee in providing advice to the Council
- Assisting in the recruitment and remuneration of a new CEO as required
- Assist in the development of performance criteria and annual review of the CEO

Details about the terms of appointment

The appointment will be for a period of two years with the commencement date being the engagement date of the Independent Chairperson.

All meetings are held at the Maryborough Community Hub, Nolan Street, Maryborough 3465 and are scheduled by agreement

The appointee will be paid a sitting fee per meeting or an hourly rate.

Further information

A copy of Council's latest Annual Report and Council Plan are available on our website at www.centralgoldfields.vic.gov.au and provide a range of financial and non-financial information about the Council.

Any enquiries about this position or any of the information contained in this information sheet can be referred to:

Mick Smith

General Manager Corporate Performance

Telephone: 0428 904 045

Email: mick.smith@cgoldshire.vic.gov.au

9. Notices of Motion

The Governance Rules provides that Councillors May Propose Notices Of Motion, Chapter 2, Division 4:

Councillors may ensure that an issue is listed on an agenda by lodging a Notice of Motion.

22. Notice Of Motion

22.1 A notice of motion must be in writing signed by a Councillor, and be lodged with or sent to the Chief Executive Officer at least one week before the Council meeting to allow sufficient time for him or her to include the notice of motion in agenda papers for a Council meeting and to give each Councillor at least 48 hours notice of such notice of motion.

22.2 The Chief Executive Officer may reject any notice of motion which:

22.2.1 is vague or unclear in intention 22.2.2 it is beyond

Council's power to pass;

or

22.2.3 if passed would result in Council otherwise acting invalidly but must:

22.2.4 give the Councillor who lodged it an opportunity to amend it prior to rejection, if it is practicable to do so; and

22.2.5 notify in writing the Councillor who lodged it of the rejection and reasons for the rejection.

22.3 The full text of any notice of motion accepted by the Chief Executive Officer must be included in the agenda.

22.4 The Chief Executive Officer must cause all notices of motion to be numbered, dated and entered in the notice of motion register in the order in which they were received.

22.5 Except by leave of Council, each notice of motion before any meeting must be considered in the order in which they were entered in the notice

of motion register.

22.6 If a Councillor who has given a notice of motion is absent from the meeting or fails to move the motion when called upon by the Chair, any other Councillor may move the motion.

22.7 If a notice of motion is not moved at the Council meeting at which it is listed, it lapses



9.1 NOTICE OF MOTION #10

**Cr Geoff
Lovett**

TAKE NOTICE that I, Councillor *Geoff Lovett*, intend to move the motion set out in this notice at the meeting specified:

Date of meeting: *Tuesday 26 September 2023*

Time of meeting: *6:00pm*

Motion:

I, Councillor *Geoff Lovett* hereby give notice that I will be moving a Motion at the Council Meeting, *26 September 2023* that:

- 1) I move that Council Endorse the proposal to re-commence holding ordinary council meetings in the council chamber of the Maryborough Town Hall, subject to the completion or it being refurbished to satisfy contemporary meeting requirements whilst at the same time, retaining the chambers historical significance.
- 2) That funding be sourced to enable the revitalisation of the Maryborough Town Hall to enable it to be re-opened for broad community use.

Signed: _____

Date: _____

10. Urgent Business

The Governance Rules provide for urgent business as follows:¹

If the agenda for a Council meeting makes provision for urgent business, business cannot be admitted as urgent business other than by resolution of Council and only then if it:

1. 1 relates to or arises out of a matter which has arisen since distribution of the agenda; and
2. 2 cannot safely or conveniently be deferred until the next Council meeting.

11. Confidential Business

The public transparency principles include that Council decision making processes be transparent except when the Council is dealing with information that is confidential by virtue an Act.¹

Except in specified circumstances, Council meetings must be kept open to the public.² One circumstance is that the meeting is to consider confidential information.³

If a Council determines that a meeting is to be closed to the public to consider confidential information, the Council or delegated committee must record in the minutes of the meeting that are available for public inspection:⁴

- (a) the ground or grounds for determining to close the meeting to the public by reference to the grounds specified in Act's definition of confidential information;⁵
- (b) an explanation of why the specified ground or grounds applied.

Confidential information, as defined by the *Local Government Act 2020*,⁶ is:

- (a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released;
- (b) security information, being information that if released is likely to endanger the security of Council property or the safety of any person; 1 Chapter 2, Rule 20.

- (c) land use planning information, being information that if prematurely released is likely to encourage speculation in land values;
- (d) law enforcement information, being information which if released would be reasonably likely to prejudice the investigation into an alleged breach of the law or the fair trial or hearing of any person;
- (e) legal privileged information, being information to which legal professional privilege or client legal privilege applies;
- (f) personal information, being information which if released would result in the unreasonable disclosure of information affairs;
- (g) private commercial information, being information provided by a business, commercial or financial undertaking that—
 - (i) relates to trade secrets; or
 - (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;
- (h) confidential meeting information, being the records of meetings closed to the public under section 66(2)(a);
- (i) internal arbitration information, being information specified in section 145;
- (j) Councillor Conduct Panel confidential information, being information specified in section 169;
- (k) information prescribed by the regulations to be confidential information for the purposes of this definition;
- (l) information that was confidential information for the purposes of section 77 of the Local Government Act 1989;

¹ *Local Government Act 2020*, s 58 (a).

² *LGA 2020* s 66 (1).

³ *LGA 2020* s 66 (2) a).

⁴ *LGA 2020* s 66 (5).

⁵ Section 3 (1).

⁶ Section 3 (1).

The Governance Rules provide for information relating to a meeting to be confidential:⁷

- If the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the *Local Government Act 2020*, he or she may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.
- Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

11.1 APPOINTMENT OF INDEPENDENT COMMITTEE MEMBER TO THE AUDIT AND RISK COMMITTEE

The following item is confidential under section 3(f) of the *Local Government Act 2020*, being personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

The reason this section applies is because the report and discussion concern the performance and reappointment of a person to a Council Committee, and as the reappointment has not yet been made, it is unreasonable to disclose this information.

RECOMMENDATION

That the meeting be closed to the public in accordance with sections 3(f) and 66 of the Local Government Act, to consider the reappointment of an independent committee member to the Audit and Risk Committee.

12. Meeting Closure

⁷ Chapter 6.