



# Early Years Infrastructure Plan

2018-2028



# Table of Contents

<b>1. Objectives of Plan</b> .....	<b>3</b>
<b>2. Scope of Plan</b> .....	<b>3</b>
<b>3. Plan methodology</b> .....	<b>3</b>
<b>4. Terminology</b> .....	<b>4</b>
<b>5. Planning considerations</b> .....	<b>5</b>
<b>6. Key findings</b> .....	<b>5</b>
6.1 Kindergartens .....	5
6.2 M&CH service.....	8
6.3 Playhouses/toy library.....	9
<b>7. Infrastructure Plan</b> .....	<b>11</b>
7.1 General objectives .....	11
7.2 Design objectives.....	11
7.3 Action plan .....	13
7.4 Funding.....	14
7.5 Capital cost estimates.....	15
7.6 Provision of temporary alternative locations .....	18
7.7 Communication and engagement plan .....	18
7.8 Monitoring and review.....	18

# 1. Objectives of Plan

Bayside City Council is developing an Early Year's Infrastructure Plan. The aim of the Plan is to provide Council with a strategic framework for the future provision of Council-owned early years facilities across the municipality.

The key objectives of the Plan are to:

- Assess the suitability of the facilities for their current use in the light of current practices, community expectations and anticipated future need;
- Analyse the planning context in which early years facilities operate and identify the implications of this context for the future provision of facilities;
- Identify the anticipated need for repair, refurbishment and replacement of Council owned early years facilities over the next 10-15 years;
- Identify any opportunities for co-location of early years services and/or greater flexibility in the utilisation of early years facilities to best meet the needs of the local Bayside community;
- Propose a sustainable strategy for addressing the anticipated needs of early years services operating from Council owned buildings so that Council can effectively manage the upgrading, refurbishment and replacement of these buildings over the next 10 years; and
- Identify the non-financial issues, challenges and site constraints and opportunities that will need to be considered in the implementation of the proposed strategy.

## 2. Scope of Plan

The plan focuses on Council facilities used for kindergarten programs, maternal and child health service, playgroup activities, occasional care services and toy libraries. Non-Council facilities such as church or school run kindergartens and private long day child care centres which provide kindergarten programs have been considered, where relevant, for contextual purposes.

## 3. Plan methodology

The steps involved in developing the Plan are as follows:

Review of relevant literature – Government policy documents, Council strategies, previous Council reports relating to the provision of early years facilities etc;

- Audit of legislation, building codes and design guidelines relating to the provision of early years facilities;
- Analysis of the planning context in which early years facilities operate – legislative, policy and funding environment, demand factors, capacity factors, community expectations;
- Review of current trends in the provision of early years facilities - providers, settings, design trends etc;
- Audit of the usage, condition and functionality of the Council owned early years facilities in the municipality;
- Assessment of the suitability of the location and distribution of Council owned and early years facilities across the municipality;
- Assessment of the capacity of existing Council and non-Council facilities to meet current and future demand;
- Consultation with service providers, committees of management and Council staff involved in the planning, management, maintenance and delivery of early year services and facilities; and
- Consultation with service users and the general community about the provision of early years facilities across the municipality.

## 4. Terminology

In this document:

4-year old (4yo) kindergarten refers to government funded kindergarten programs run for eligible children at licensed education and care facilities;

- 3-year old (3yo) kindergarten/activity program refers to an unfunded activity or kindergarten program (i.e. not government funded) provided for 3yo children;
- Sessional kindergarten refers to a 4yo kindergarten program delivered from a dedicated kindergarten building;
- Integrated kindergarten refers to a 4yo kindergarten program delivered from a long day child care centre;
- M&CH service refers to the maternal and child health service - a free universal service that supports children's health and development from birth until school age (more generally 0-4 years);
- Occasional child care refers to care provided to children aged 0-6 years in children's services centres that have a limited hours licence; and
- Playhouse refers to a community play centre for use by children and their parents/carers.

## 5. Planning considerations

The following matters were considered in developing the Plan and framing its recommendations:

- The policy/funding context and legislative environment for early years services;
- Trends in early years facility provision: settings, design and providers;
- Definite and potential demand factors - potential funding by Government of 3yo kindergarten programs, local demographic characteristics and change, the involvement of churches and schools in Bayside in the delivery of kindergarten programs;
- Potential capacity factors - changes to the definitions of the areas that qualify as indoor playroom spaces and outdoor play spaces, changes to building and access codes which specify ratios for various component facilities within children's services facilities, e.g. number of children per water closet;
- Social characteristics of the local community being served by an early years facility - cultural diversity and background, levels of advantage/disadvantage;
- Locational factors - proximity to public transport stops, proximity of other children's services facilities including primary schools and complementary facilities, such as parks, playgrounds and medical centres;
- Site characteristics and 'saleability' - accessibility by foot, car and vehicle, the ease with which building works can be undertaken on the site; land value and zoning;
- Building characteristics - heritage significance, functionality and condition, capacity to be reconfigured;
- Level of community involvement in and attachment to the facility; and
- The thoughts of committee members, staff and/or user families about the location, condition and functionality of the early years facilities.

## 6. Key findings

### 6.1 Kindergartens

There are 44 funded kindergarten programs in Bayside. 13 operate from Council owned venues, six from church sites, seven from schools and 18 from private child care centres;

- The 13 Council owned venues are licensed for a total of 517 places and, if every licensed place was used, can accommodate 1034 children, as they can operate two sessions per day. The kindergartens have chosen not to operate at their licensed capacity and currently offer places for 601 children. In 2018, 552 of the places were filled;

- Council owned kindergartens satisfy a small proportion of demand in Brighton, Brighton East, Hampton and Hampton East and a significant proportion of demand in Sandringham, Beaumaris and Cheltenham. The low figure for Brighton and Brighton East is largely due to the high number of school, church and private kindergarten programs offered in the Brighton area;
- There is a good distribution of sessional (Council and church owned) kindergartens across the municipality. There are some areas in Bayside that are outside the walkable catchment areas (500m radius), notably parts of Brighton, all of Hampton East and parts of Highett, Black Rock and Beaumaris. (note: one church owned kindergarten is likely to close over the next few years, St John the Baptist, leaving a gap in the Sandringham East area);
- Some of the kindergartens have overlapping catchment areas, notably Brighton Baptist and Wilsons St in Brighton, Holy Trinity and Hampton Community in Hampton and Nagle and Grange in Sandringham;
- Council's local area population forecasts project that the 4yo population in Bayside will increase by 136 over the next 18 years. This is a modest rise equivalent to six groups of 22 children. Small increases are projected to occur in all local areas except for Brighton East where a decrease of 13 children is projected;
- The 14 Council owned kindergarten facilities (includes Janet Mundy which closed at the end of 2017) are located in residential areas. Most are stand-alone facilities; some are attached or located next to M&CH centres. Two are part of integrated children's services centres;
- All are in quiet, safe settings. One, Olympic Avenue, is located on a bend in the road and another, Black Rock, is located on a reasonably busy arterial road. However, both kindergartens indicated that they had no traffic related safety concerns;
- All the centres are located within walking distance of public transport stops. There are no major physical impediments to people wanting to walk or drive to the kindergartens - other than Hurlingham Park which is only 80m from Nepean Highway. Many centres are located close to complementary facilities such as parks and playgrounds. However, most are distant (more than walking distance) from the nearest Government primary schools;
- All the kindergartens are on relatively flat blocks. Most are regularly shaped. Nearly all are well treed. All, except Livingston, could potentially expand their building footprint on their current sites and still retain outdoor play areas more than the regulation size. Vegetation, easements and underground drains could constrain development at some sites. Heritage values are an issue at two sites;
- All the kindergartens, except Livingston, are accessible from an 'ease of building' perspective. Some kindergarten buildings could be expanded and reconfigured relatively easily; others, particularly those on irregular shaped blocks, could be more complex;

- Eight kindergartens are zoned residential and six are zoned public park and recreation. All have one or more overlays – design and development, vegetation protection, special building etc. From a ‘saleability perspective’, the centres located on sites zoned residential (except Livingston) would be ‘highly saleable’. They are large blocks in very attractive residential settings; and
- Eleven kindergartens were purpose built. Two are former houses. The kindergarten facilities are in good to very good condition. From a functionality perspective, the facilities have both positive and negative aspects. These are as follows:

The good aspects:

- All centres have open attractive playrooms with ample natural light and good visibility
- All, except Livingston, have large attractive well shaded outdoor play areas
- All have adequate heating and cooling systems
- A few centres have dedicated staff carparking. Some have off street carparking for parents.
- Some centres have good sized front outdoor undercover areas
- Some have good sized foyer areas, offices and/or internal storerooms
- Some have good sized and well-appointed kitchens
- Some have large children’s toilet areas that are in good condition
- Some have good internal and external storage areas
- Some are disability accessible
- Some have good surveillance of the children’s toilets from the playrooms and outdoor play areas
- Some have open regular shaped play areas that are easy to supervise.

The not so good aspects:

- Most centres do not have dedicated carparking for staff or off-street parking for parents (however, most centres indicated that this was not a concern)
- Some centres do not have front verandas or foyers. Some have veranda or foyer spaces that are too small, or their shape is unsuitable
- Some centres have small cramped offices. None have staff/meeting rooms
- Storage – both internal and external - is a problem at most centres
- Some centres have offices, kitchens, storerooms and staff toilets that are not directly connected to the playrooms
- Some centres have children’s toilets that are not directly accessible from the outdoor play area
- Most centres do not have disability toilets. Some toilets need updating

- Some centres do not have rear verandas. Some verandas are small, narrow and poorly functional
- The children's toilets at some centres are poorly visible from the internal playrooms and external play areas. Some are too visible, in that the bathrooms can be seen from the street or the front entrance of the kindergarten buildings
- Some have outdoor play areas that are irregularly shaped and have areas that are difficult to surveil.

## 6.2 M&CH service

- There are six M&CH centres in Bayside. Two centres are stand-alone. Four are co-located with other early years programs – kindergarten, occasional care etc. All the centres were purpose built. Five centres are in residential areas. One is in a strip shopping area. (note: Council recently sold the Sandringham Centre, which will co-locate with the Sandringham Library following refurbishment);
- Each centre has two consulting rooms, bathroom, kitchen/kitchenette, waiting room and storage areas. Each centre has the capacity to provide 20 sessions per week. Currently, they are operating at between 9-16 sessions. Therefore, the centres have the capacity to provide for additional demand;
- On a geographic basis, there is a reasonable distribution of centres across the municipality. There is no centre in the Black Rock area;
- The M&CH service is essentially a suburban level service. Therefore, it is important the centres are located on or close to public transport routes. All the centres are situated within 300m of a train station or bus stop;
- As a universal service, the main driver of demand is the 0-4yo population. Between 2001 and 2016, the 0-4yo population of Bayside increased by 605. The largest increases occurred in Cheltenham, Hampton/Hampton East and Highett. The largest decline occurred in Beaumaris. A modest increase of 390 children (0-4yo) is projected across Bayside by 2031. Increases are projected in Beaumaris, Brighton and Sandringham. The existing M&CH centres can accommodate more sessions and will be able to satisfy this demand;
- Generally, the centres are well located and in good condition. However, they have some functionality/maintenance issues. These include:
  - Beaumaris: second consulting room is comparatively small. The kitchen is dated but functional. The centre lacks storage. There are some flooding issues at the front entrance. Centre gets dusty in summer – dust entering the building from the unsealed carpark and paths to the immediate north of the centre. The shared entrance with Olive Phillips Kindergarten is unattractive.
  - Highett: carparking can be difficult. Sometimes parents must park some distance from the centre. The front entrance is difficult to negotiate

particularly by mothers with prams or carrying babies – heavy door which is difficult to push open. The foyer space gets congested at peak usage times. The waiting room is comparatively small.

- Hampton: second consulting room is comparatively small. There are parking and safety concerns at the centre. Shoppers are parking and driving through the centre’s carpark. Conflict is occurring with the cars that are attending the centre.
- Brighton North: toilet facilities are dated (note: the centre shares the facilities with the kindergarten and occasional care programs).

### **6.3 Playhouses/toy library**

- There are five playhouses in Bayside. Three houses - Brighton South Playhouse, Hampton Playhouse and Beaumaris Playhouse - are solely used for playgroups. At these facilities, the parents remain with the children. Therefore, the facilities are not subject to any regulation other than the standard building and access codes. There are no floor space stipulations and outdoor play areas are not required. Two houses - Brighton Playroom and Bayside Playhouse and Occasional Care Centre (Sandringham) – offer occasional care. The children attending occasional care are looked after by trained staff. Parents do not normally remain. Facilities offering occasional care are required to have a limited hours licence. This licence has similar requirements to the standard hours licence (required for kindergartens) except for the need to provide an outdoor play area. However, a play area is considered essential to the service and is typically provided;
- Brighton Playroom operates from the North Brighton Childrens Centre. It comprises an indoor playroom and small storage, children’s toilet and office areas. It shares a foyer, kitchen and staff/parents’ bathroom with the adjoining kindergarten and M&CH centre. The Playroom is operating at capacity - It cannot meet the demand for its morning sessions and is limiting attendances for individual children to one session per week. It wants a larger playroom (preferably split into two areas for older and younger children). Its outdoor area and office, children’s toilet and storage areas are small;
- Brighton South Playhouse operates from a former maternal and child health building. It is functional and in reasonable condition. However, it is underutilised;
- Hampton Children’s Playhouse operates from a converted house. It is a highly popular venue and is functional and in good condition;
- Bayside Playhouse and Occasional Care Centre in Sandringham is also a popular venue. It is highly functional and in good condition. It has concerns about the lack of shade and the hardness of the concrete paths in the play area

(from a fall and safety perspective}. It has a concern about the safety of the brick edging in the playground;

- Beaumaris Playhouse is a well- used venue. It is functional and in good condition;
- There is no playhouse in Black Rock and no occasional care service in Hampton East, Black Rock, Cheltenham or Highett; and
- The toy library is located in a former book library building in Brighton, near the Brighton Golf Course. It comprises a kitchen, bathrooms, desk area, collection area and storerooms. The library building is reasonably functional. The main concern is the desk area which gets congested when members are checking toys in and out. The library would like to modify the building to provide separate entry and exit points. This would remove the congestion and speed up the check in/out process. The library is also keen to redevelop the front grassed area as a social/play space. It is operated by volunteers and has in excess of 232 memberships.

## 7. Infrastructure Plan

### 7.1 General objectives

The Infrastructure Plan is aimed at providing a suite of Council owned early years facilities that:

Satisfy existing demand and have the capacity to cater for additional demand;

- Comply with relevant legislation and building codes;
- Are fit for purpose and highly functional;
- Are conveniently located and equitably distributed across the municipality;
- Are optimally used;
- Promote service integration;
- Are accessible to and suitably designed for children with disabilities and other additional needs;
- Are sustainable in terms of maintenance;
- Provide safe environments for staff, children and families; and
- Support the implementation of the National Quality Standard (NQS) for early childhood care and education.

### 7.2 Design objectives

The Infrastructure Plan is aimed at achieving the following design objectives:

#### Kindergarten

- The floor areas listed in the following table 1.

Table 1 – Desired floor areas

<b>Component elements</b>	<b>Facility with one playroom (33 place)</b>	<b>If a separate second playroom (22 place) is provided</b>
	<b>m2</b>	<b>m2</b>
- Front veranda	20	30 (shared)
- Foyer	20	25 (shared)
- Office	16	20 (shared), 8 if separate
- Staff/meeting room	12	16 (shared)
- Indoor play room/s <sup>2</sup>	125	90
- Internal storage	20	30 (shared), 10 if separate
- Kitchen	12	16 (shared), 8 if separate
- Staff/accessible toilet	8	12 (shared), 6 if separate
- Children's amenities area	16	12 (separate)

Component elements	Facility with one playroom (33 place) m2	If a separate second playroom (22 place) is provided m2
- Rear veranda	40	30 (separate)
- External storage	20	35 (shared), 15 if separate

- The ability to license at least one playroom at the kindergarten for 33 places. If a second room is provided, a capacity to license this space for at least 22 children;
- If a second playroom is provided, a direct connection between the two playrooms;
- Secure entry to the kindergarten building from the street, i.e. separated from the outdoor play area;
- An enclosable front veranda;
- A suitable sized and shaped foyer area which enables the easy circulation of parents, carers and children and connects directly to the indoor playroom/s;
- A suitable area for the provision of lockers;
- Suitably sized office and kitchen areas which connect directly to and have surveillance of the indoor playroom/s;
- A small meeting room/confidential space;
- Staff/accessible toilet/s close to the office and opening directly into the indoor playroom/s;
- Suitably sized internal storage areas with direct access to the playroom/s;
- Children's toilets which:
  - Are accessible from the playroom/s and outdoor play area
  - Can be surveilled from the playroom/s and outdoor play area
  - Provide some privacy to the children.
- A suitable sized, shaped and enclosable rear veranda which can be directly accessed off the playroom and has the potential to be included in the licensable playroom space;
- External store/s which has covered access serving the play area; and
- An attractive exciting play area which can be easily supervised and used for a range of diverse play experiences.

### Occasional care/playhouses

- Where occasional care is provided, the ability to license at least one playroom at the centre for 22 places;
- Secure entry to the building from the street. i.e. separate from the outdoor play area;

- A front entry area which enables the easy circulation of parents and children;
- Suitably sized office, kitchen and storage areas which connect directly to the indoor playroom/s;
- Staff/accessible toilet close to the indoor playroom/s;
- If multiple indoor play areas are provided, a direct connection between the two playrooms;
- Children's toilets which are accessible from the playroom/s and outdoor play area;
- A suitable sized, shaped and enclosable rear veranda which can be directly accessed off the play room;
- External store/s serving play area which has covered access; and
- An attractive exciting play area which can be easily supervised and used for a range of diverse play experiences.

#### M&CH centre

- A covered front entry area which enables the easy circulation of parents, carers and toddlers;
- An attractive and suitably sized waiting room that has the capacity to be used for group sessions;
- Public and staff/accessible toilets;
- Suitable baby change facilities;
- Two good sized consulting rooms with adequate storage; and
- Suitable kitchen facilities.

#### Toy library

- A covered front entry area which enables the easy circulation of parents, carers and children;
- Suitable toy check in and check out areas;
- Suitably sized and attractive toy collection and display area/s;
- Adequate storage areas;
- Public and staff/accessible toilets;
- Suitable baby change facilities; and
- Kitchen facilities.

### **7.3 Action plan**

The recommended actions with respect to Council's early years facilities are listed in Tables 2 and 3 on pages 13-15. The tables differentiate general actions and individual facility actions.

The cost of actions have been assigned, where relevant. The costs are broad estimates based on floor and play area rates and will need to be firmed up through more detailed concept planning and QS costing processes.

Several factors will be considered in determining the priority of the actions. These factors are:

- Works needed to satisfy unmet or imminent demand;
- Works needed to address compliance and/or safety issues;
- Recent and current levels of demand for the facility;
- The level of disadvantage and vulnerability in the community served by the facility;
- The comparative level of functionality of the facility;
- Contingent upon other Council infrastructure priorities;
- The capital cost of the proposed development works;
- The ease from a physical logistical sense of undertaking the redevelopment works (including logistics of service disruption/relocation);
- The extent of preplanning that has already been undertaken for the development works; and
- The level of support from the staff, users and managers of the facility for the actions should also be taken into consideration.

Unmet and imminent demand and addressing compliance and safety issues relate to four facilities.

## **7.4 Funding**

The implementation of the Infrastructure Plan will require the allocation of resources for planning, designing, constructing, commissioning, overseeing and maintaining the facilities.

Capital funds will be required to convert, extend or refurbish existing facilities or develop new facilities. Government funding may become available for some projects however Council will be the main source. Resources will also be needed to maintain and renew the buildings over their lifecycles.

Council has established a fund for works related to early years facilities – the Early Years Reserve Fund (\$5.55M). The full implementation of the Infrastructure Plan will require funding above this amount. These funds will need to be approved through Council's annual budget process.

## 7.5 Capital cost estimates

Tables 2 and 3 contain details of the Infrastructure Plan recommended actions

Table 2 details the general works that are proposed for multiple early years sites. At some sites, the works should be undertaken when the major redevelopment works are occurring at the sites. At other sites, the works may not need to be deferred as they will not be impacted by the major redevelopment works. Note: the estimated costs are for works that are not being deferred.

Table 2 – Facilities Plan: Cost estimates, recommended general actions

<b>Facility</b>	<b>Estimated cost \$</b>
<b>GENERAL</b>	
Accessible bin enclosures	15,000
Entrance improvements – landscaping, paving	100,000
Bike and scooter racks	15,000
Storage expert. Disposal of surplus equipment etc. Recommendations on improvements to storage areas. Minor works undertaken	50,000
Technology improvements	80,000
Privacy doors on children's bathrooms	28,000
Verandas made enclosable	150,000
Acoustic ceiling tiles replaced	100,000
Hire and siting of portables	1,000,000
<b>Total</b>	<b>1,538,000</b>

Table 3 – Infrastructure Plan: Cost estimates, recommended actions individual centres

Facility	Estimated cost \$
<b>Kindergartens</b>	
Black Rock – Improved spaces and amenities to increase functionality	302,000
East Beaumaris – Replace with a new double room, 55 place facility as the facility has comparatively high use and is poorly functional	2,250,000
Fern St Children’s Centre – Black Rock (new facility to meet community need for kindergarten, toy library, occasional care, meeting spaces and intergenerational children’s sensory garden combined with adults exercise space)	5,000,000
Gordon Street - Redevelop and extend existing facility into attached Council owned building to increase spaces and amenities	678,000
Grange Road - Extend to increase playroom and other indoor spaces and improved amenities	561,000
Hampton Community - Improved amenities and outdoor veranda made enclosable	150,000
Helen Paul - Replace the facility with a new 33 place centre as it is not fit for purpose and is poorly functional	1,300,000
Hurlingham (East Brighton) - Extend and reconfigure the kindergarten to provide improved amenities and a playroom that can be registered for 33 places through an extension or by having the capacity to temporarily enclose the veranda area	310,000
Jack and Jill (Beaumaris) - Redevelop and extend existing facility to improve amenities and functionality	224,000
Livingston (Highett) - Redevelop the children’s centre as a two room 55 place kindergarten facility and relocate MCH to the CSIRO site	550,000
Nagle - Extend to increase playroom, improved amenities and outdoor veranda made enclosable	330,000
North Brighton - Reconfigure and extend kindergarten to provide 2 rooms of 33 and 22 places. Part of larger site redevelopment. See also Brighton North Playroom and North Brighton M&CH Centre	610,000
Olive Phillips - Improve the appearance of the front entrance	40,000
Olympic Avenue (Cheltenham) - Extend and reconfigure to provide improved spaces and amenities to increase kindergarten functionality	594,000

<b>Facility</b>	<b>Estimated cost \$</b>
<b>Sub total</b>	<b>12,899,000</b>
<b>M&amp;CH Centres</b>	
Hampton (\$365,000 cost to be considered as part of Hampton Hub feasibility study)	N/A
Highbett (\$365,000 cost to be considered as part of the CSIRO site)	N/A
Sandringham (cost included in library re-development)	N/A
Beaumaris - Improve amenities and front entrance	50,000
Brighton North - Relocate the Brighton North M&CH Centre to a new purpose-built facility on 3 Cross St	620,000
Brighton East - Re-instate the play/garden area	40,000
<b>Sub-total</b>	<b>710,000</b>
<b>Playhouses/Toy Library</b>	
Bayside Playhouse and Occasional Care (Sandringham) - Construct a rear verandah and lay rubber soft fall over concrete paths and pads in the rear play area	50,000
Bayside Toy Library (Brighton) - Modify to provide a separate exit point to improve functionality and redevelop the front grassed area as a small social/playspace	60,000
Beaumaris Playhouse – General works (costs included Table 2) No additional works required	-
Brighton South - Utilise the Brighton South Playhouse as a location for displaced services because of redevelopment works. Refurbish the facility to make it suitable as a temporary replacement facility	200,000
Brighton North - Expand the Playroom into the M&CH centre to meet service demand	620,000
Hampton Playhouse – General works (costs included Table 2) No additional works required	-
<b>Sub-total</b>	<b>930,000</b>
<b>TOTAL</b>	<b>15,537,000</b>

## **7.6 Provision of temporary alternative locations**

Redevelopment works are proposed for most of the early years facilities. In some cases, the works could proceed with some inconvenience but no major disruption to the service occupying the facilities. In some cases, the services will have to relocate while the works are being carried out. In some cases, the relocation will be for a short period; in other cases, the relocation could be for a lengthy period.

Council officers will also be heavily involved in assisting with the preparation of concept plans and organising temporary or permanent locations for displaced programs.

Some services will need temporary facilities. For kindergarten and occasional care programs, this facility will need to be of a high enough standard to be licensed as an education and care centre or children's services facility. The requirements for M&CH centres and playhouses will not be as stringent but the facilities will need to be functional, accessible and in good condition.

Options include:

- Maximising enrolments at existing facilities.
- Portable buildings on the current site.
- Portable buildings in the adjacent park.
- Relocation to another suitable existing site – e.g. Brighton South Playhouse, hall etc.
- Relocation to a new facility – e.g. the proposed Fern St Children Centre.

## **7.7 Communication and engagement plan**

The adoption and implementation of the Infrastructure Plan will have implications for the families and children that use Council's early years services, the organisations that fund the services (DET and Council), Committees of Management and service staff.

Most of Council's early years facilities will be impacted in some way and considerable officer time will be required to manage communications and relationships with Committees of Management, staff and service users.

Some actions will cause disruption to the services - services being disrupted by building works, staff being shifted to other locations etc. Council will need to develop and implement an effective, targeted communication plan. The plan should contain specific strategies and explain the relevant recommendations in the infrastructure plan.

## **7.8 Monitoring and review**

The Early Years Infrastructure Plan should be treated as a 'living document'. It should be formally reviewed on a yearly basis in time for the formulation of Council's annual

budget and amended after the adoption of the budget. A major review should be conducted after five years.

Council's Manager Community Services should be responsible for ensuring the Early Years Infrastructure Plan is reviewed. Matters/developments that could prompt amendments to the Plan or should be considered in the annual and five yearly reviews are as follows:

- Completion of projects listed in the Early Years Infrastructure Plan;
- Decisions made to delete, change or add projects to the Early Years Infrastructure Plan (e.g. through the capital works budget development and adoption process or by other resolution of Council);
- Legislative and policy changes (Government and Council) that impact on the demand for and the design and capacity of early years infrastructure e.g. funding of 3yo kindergarten;
- Formal approval of major development sites where the number of dwellings and/or projected household size are substantively higher or lower than the number of dwellings and households used when producing current Council's population forecasts;
- The production of revised population forecasts;
- Significant demographic change in Bayside or in certain local areas e.g. growing disadvantage in certain local areas etc;
- Changes to preferred facility delivery models for early years infrastructure types as a result of Government funding requirements, community expectations and other external factors;
- Changes to the capacity of Council to meet early years infrastructure;
- Changes to Government capital funding programs for early years infrastructure;
- The completion of strategy plans, feasibility studies, masterplans, land-use plans etc that contain recommendations and other information (e.g. timeframe for developments, land area requirements, land costs, construction costs, funding sources) which are material to the actions contained in the Early Years Infrastructure Plan and/or require new actions to be included in the Plan; and
- The availability of other information that will help to refine the information presented in the Early Years Infrastructure Plan – e.g. concept plans, building plans, formal costings etc.



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We acknowledge the Boon Wurrung people of the Kulin Nation as the traditional owners of this land and we pay respect to their Elders past and present. We acknowledge that together we share a responsibility to nurture this land, and sustain it for future generations.