



South Gippsland Shire Council
Early Childhood Education Workforce Plan
June 2024

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We acknowledge the traditional owners of the lands
of South Gippsland and pay our respects to their
Elders past, present and emerging

Executive Summary

South Gippsland Shire Council received a Department of Education funded Workforce Planning Grant to assist in enhancing the approach to workforce planning in the Shire



Background

South Gippsland Shire Council has received a Department of Education funded Workforce Planning Grant, to assist in enhancing the Shire's approach to workforce planning.

This grant is intended to assist the development of a five-year workforce plan to support the supply of the workforce required to deliver both Pre-Prep and the continued scale up of Three-Year-Old Kindergarten between 2024 and 2029.



Pictured: South Gippsland Region Map



Methodology



Phase 1: REVIEW the Current State

- About the Region
- Context & Vision
- Current Workforce Challenges



Phase 2: DEFINE the Future State

- Future State Workshop
- Future Workforce Demand/Supply
- Workforce Gaps



Phase 3: DEVELOP the Workforce Plan

- Benchmarking Analysis
- Case Studies
- Workforce Strategies
- Monitor & Evaluations



Outcome

Workforce Goals

Quality Work Environment

Localised Training Initiatives

Coordinated Recruitment and Workforce Development

Council-Driven Advocacy and Partnerships

Workforce Strategies



Strategy 1: Council advocacy across several initiatives in collaboration with an ECE consultative group.

- Action 1: Form a consultative group to inform advocacy direction
- Action 2: Advocate for more suitable ECE centre buildings
- Action 3: Advocate for the development of affordable housing
- Action 4: Advocate for South Gippsland DAMA agreement inclusion



Strategy 2: Council partnerships with government bodies and education providers to create new opportunities and share resources.

- Action 1: Partnerships with other LGAs and Government Bodies
- Action 2: Partnerships with local education providers



Strategy 3: Workforce attraction, recruitment and retention initiatives.

- Action 1: Develop and promote ECE staff benefits and perks
- Action 2: Coordinate regional and ECE specific marketing campaign
- Action 3: Provide formal training on fundamental recruitment methods
- Action 4: Offer local mentoring and professional development

Monitor & Evaluate

South Gippsland Shire Council will be able to review, monitor, and evaluate the outcomes of the recommended strategies annually and as required using the specified success metrics.

Situation & Challenge

A child in a striped shirt and dark shorts is climbing a light blue metal structure at a playground. The child is wearing a yellow hat and sneakers. The background is blurred, showing other children and playground equipment.

1.1 Background

How can Early Childhood Education (ECE) Services in South Gippsland Shire Council be effectively supported to ensure a sustainable workforce required to meet the growing demand?



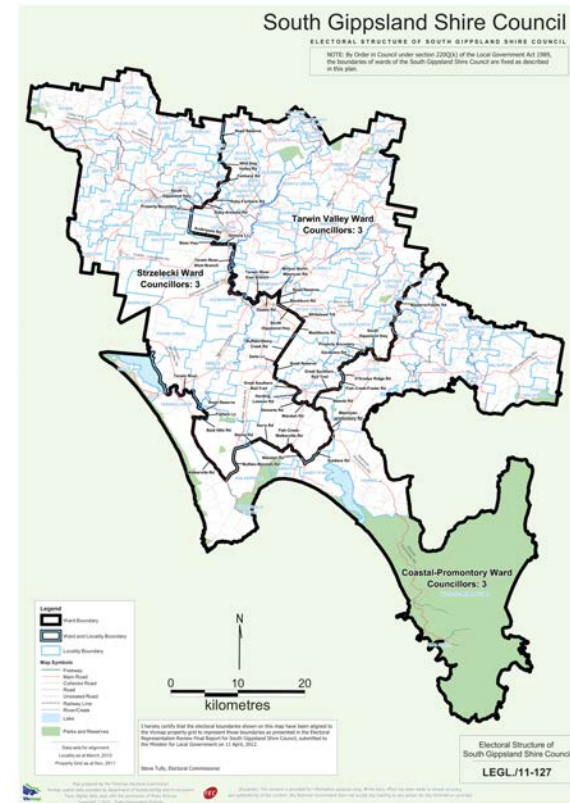
Background

South Gippsland Shire Council is dedicated to achieve the best Early Childhood Education outcomes for the community by focusing upon four key areas:

- Direct service delivery for Maternal and Child Health (MCH), immunisation and supported playgroup services
- Provision of infrastructure to support kindergarten, childcare, Maternal and Child Health and playgroups
- Sector coordination and capacity building including coordinating Kindergarten Central Registration, facilitating networking and training opportunities for services and the preschool field officer
- Capacity planning for the service system to ensure the community has access to Early Childhood Education services in the right locations and in facilities which support the delivery of high-quality Early Childhood Education services.

In June 2022 the Victorian Government announced an additional \$9 billion over 10 years to deliver the Best Start, Best Life reform. Initiatives include:

- Free kinder for all three- and four-year-old children at participating services;
- Beginning in 2025, four-year-old kindergarten will by 2032 transition to Pre-Prep, a universal 30-hour a week program of play-based learning; and;
- The establishment of 50 new government-owned and affordable childcare centres with government investing \$584 million across the services.



Pictured: South Gippsland Region Map

1.2 Challenge

How can Early Childhood Education (ECE) Services in South Gippsland Shire Council be effectively supported to ensure a sustainable workforce required to meet the growing demand?



Challenge

Anticipating a substantial surge in demand for early childhood educators and teachers over the next decade, the Victorian Government has already invested over \$200 million to encourage the recruitment and retention of these professionals, aimed at enhancing the quality of kindergarten programs.

The State Government has implemented several initiatives to increase and up-skill the early childhood workforce including the following initiatives:

- Scholarships in Early Childhood Education and Care;
- Free TAFE for Certificate III and Diploma in Early Childhood and Care;
- Relocation incentives for early childhood teachers; and
- Accelerated Diploma to Bachelor Early Childhood.

The recent changes to State Government policy around kindergarten have presented considerable challenges concerning the provision of a skilled Early Childhood workforce.

To address this issue, the Department of Education has funded South Gippsland Shire Council to develop a five-year workforce plan for Early Childhood Education within South Gippsland. The Plan aims to investigate and develop localised strategies in partnership with service providers to attract and retain early childhood workforce over the next five years.



Pictured: Leongatha Early Learning Centre Opening

1.3 Purpose & Outcome

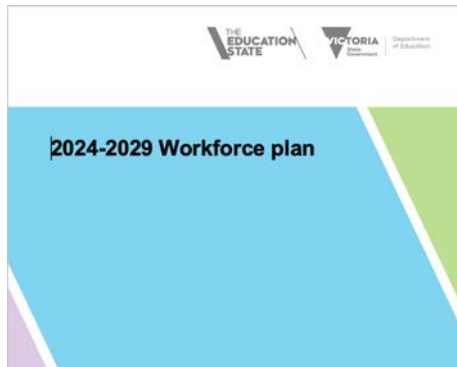
How can Early Childhood Education (ECE) Services in South Gippsland Shire Council be effectively supported to ensure a sustainable workforce required to meet the growing demand?



Purpose

South Gippsland Shire Council has received funding under the Department of Education workforce planning grants to develop an Early Childhood Workforce Plan, with a 5-year vision.

The purpose of this work is to define the current and future state of the early childhood workforce in the South Gippsland Shire and to work towards potential strategies to address workforce needs.

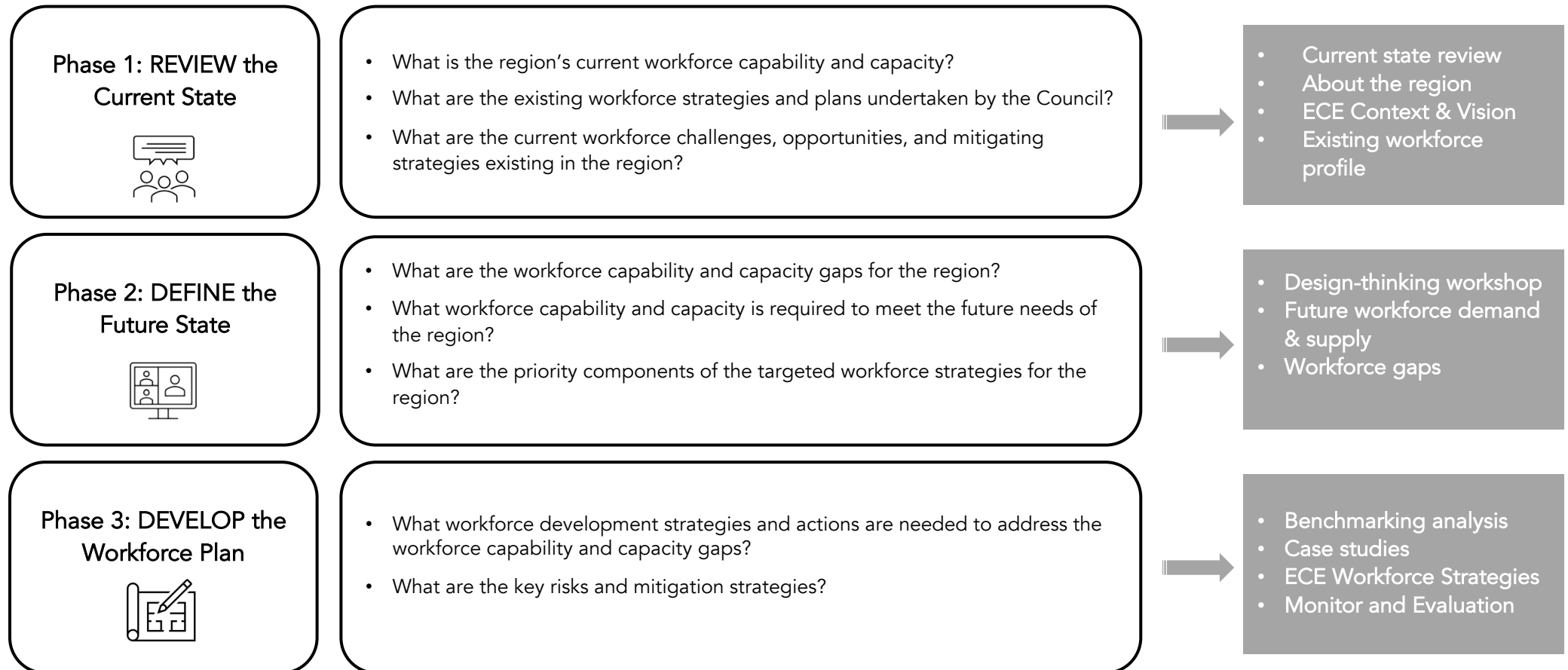


Proposed Approach



2.1 Project Approach

NMC has undertaken a three-phased program of work, reviewing the current state of provision of early childhood services, defining the desired future state of these services & developing an Early Childhood Workforce Plan



2.2 Workforce Framework – Priority Areas

By prioritising six focus areas for the workforce development, comprehensive analysis and forecasting can be made as critical input into the early childhood workforce capability and capacity design for the South Gippsland Shire



NMC identified six workforce development priority areas for a comprehensive analysis. Note, NMC assumes an overlap between the six priority areas, with some lenses weighing higher on their level of significance.

About the Region





3.1 Geography

South Gippsland is a dynamic region known for its diverse townships, sustainable agriculture, and a picturesque landscape, fostering economic resilience and cultural vitality

Geography

South Gippsland Shire is located 90 minutes south east of Melbourne on the edge of Melbourne's eastern growth corridor, one of the fastest growing areas in Victoria. It is best known for its rolling green hills, spectacular coastline, traditional country towns and villages, and the world-famous Wilsons Promontory National Park.

The Shire has a robust economy, closely linked to food production with both major agricultural and food manufacturing sectors. It is one of the most important dairy production areas in Australia with 10% of Victoria's dairy farms. Its major towns are Leongatha, Korumburra, Mirboo North and Foster. Other towns include Nyora, Poowong, Loch, Bena, Kongwak, Tarwin Lower, Venus Bay, Koonwarra, Meeniyah, Dumbalk, Fish Creek, Yanakie, Sandy Point, Port Franklin, Toora, Welshpool and Port Welshpool.



Main townships

South Gippsland is a region brimming with diverse townships, each contributing uniquely to the area's rich tapestry.

- **Leongatha:** Situated at the geographical heart of South Gippsland, Leongatha serves as a pivotal economic hub. Boasting a dynamic commercial centre, it integrates a diverse spectrum of retail, services, and agricultural enterprises.
- **Foster:** Renowned for its scenic landscapes, Foster combines natural beauty with economic resilience. The town, a haven for nature enthusiasts, embraces sustainable practices in tandem with agricultural pursuits.
- **Korumburra:** Steeped in history, Korumburra stands as a testament to economic adaptability. The town seamlessly integrates its rich heritage with modern agricultural innovation, fostering both tradition and growth.





3.2 Population & Demographic Data

South Gippsland has seen a moderate rate of population growth and a shift in household types with a notable increase in single-parent families and older children's households, and a slight decline in couples with young children.

Extrapolation from the Census Data (2021) depicts the demographic and population data across the South Gippsland.



People

Median Age 2021 49

Population 2017 29,361

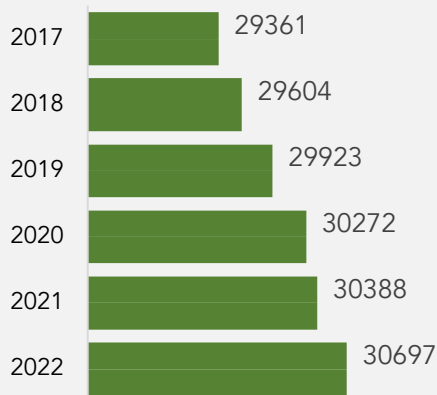
Population 2022 30,697
(↑4.5%)

Gender

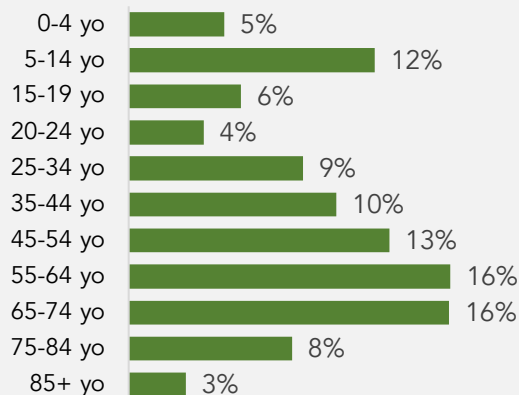
♀ 50.6% Female

♂ 49.4% Male

Population Growth



Age Range



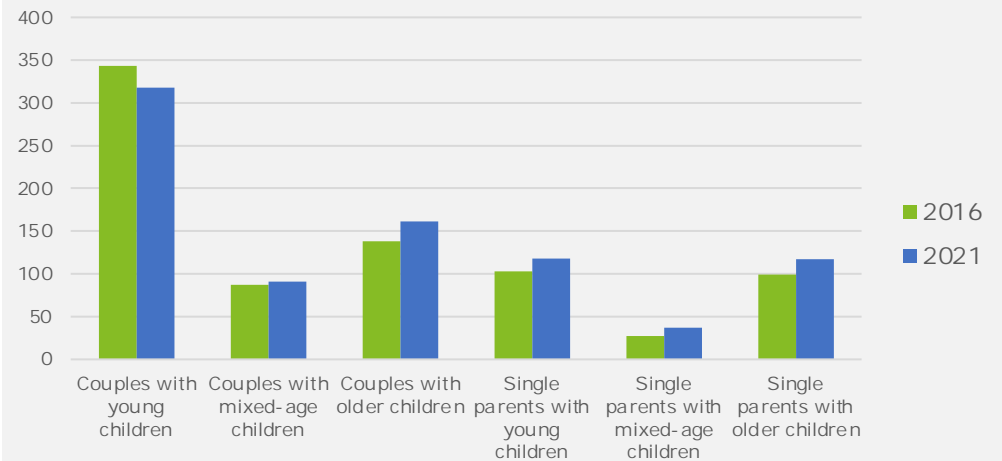
Families

Families 2021 8,329

Average number of children per family

for families with children 2021 1.9
for all households 2021 0.6

Household Type



Australian Bureau of Statistics, Census Community Profiles, South Gippsland (2021)



3.2 Population & Demographic Data

South Gippsland Region: Demonstrating steady demographic expansion with significant growth rates up to 9.1%, reflecting the area's increasing residential appeal.

South Gippsland Region Towns Population Growth

Town	2016	2021	% Growth
Korumburra	4,475	4,749	6.1%
Leongatha	5,658	5,869	3.7%
Mirboo North - Baromi	2,326	2,413	3.7%
Nyora - Poowong & District	2,775	3,017	8.3%
Rural North East	2,833	3,076	8.6%
Rural West	2,387	2,488	4.2%
South West Coastal District	2,840	3,095	9%
Toora – Welshpool & Surround	1,769	1,920	8.5%
Fish Creek, Sandy Point, Wilsons Prom	1,516	1,650	8.8%
Foster and Surrounds	2,102	2,293	9.1%

Between 2016 and 2021, South Gippsland Region towns saw varied population changes, with growth ranging from 3.7% in Leongatha to 9.1% in Foster and Surrounds. Nyora - Poowong & District and Rural North East experienced significant growth of over 8%, indicating a trend towards increased settlement in these areas. Meanwhile, Toora – Welshpool & Surround and Fish Creek, Sandy Point, Wilsons Prom also saw notable increases, suggesting a rising appeal in the region's coastal and rural towns. This pattern of growth underscores the need for thoughtful regional planning and infrastructure development.



3.2 Population & Demographic Data (0-4 age group)

Analysing data for children aged 0-4 in the South Gippsland Shire, 2016-2021 decline in young children offset by expected growth trends through to 2031.

Population Trends for 0-4-Year-Old

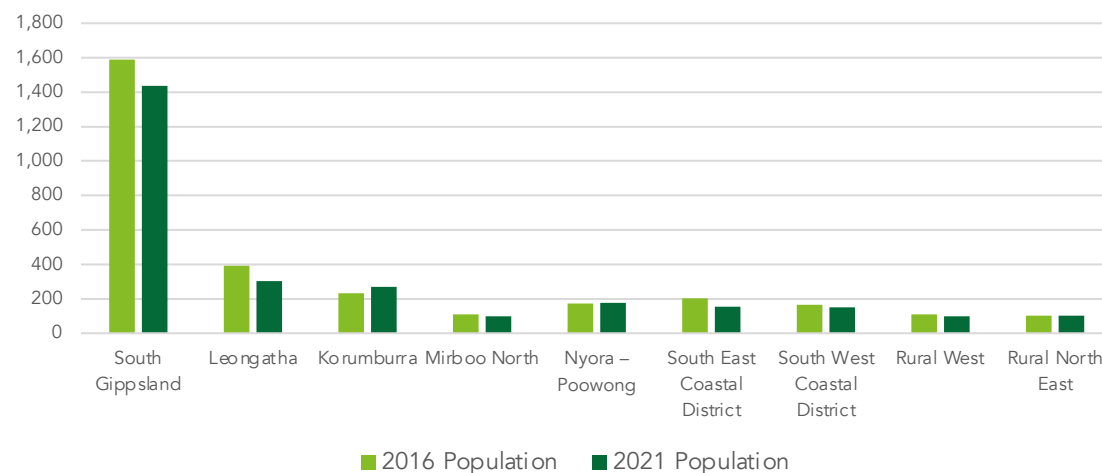
Over the five-year period of 2016-2021, the 0-4-year-olds population in the South Gippsland Shire has been influenced by birth rates, migration, and Maternal and Child Health (MCH) programs. In this period, the 0-4 age group declined from 1589 to 1437 (-152). However, the region is projected to recover and grow their populations of young children by 2031 to 1844 (+407) after declines from 2016 to 2021.

Historical and Predictive Outlook

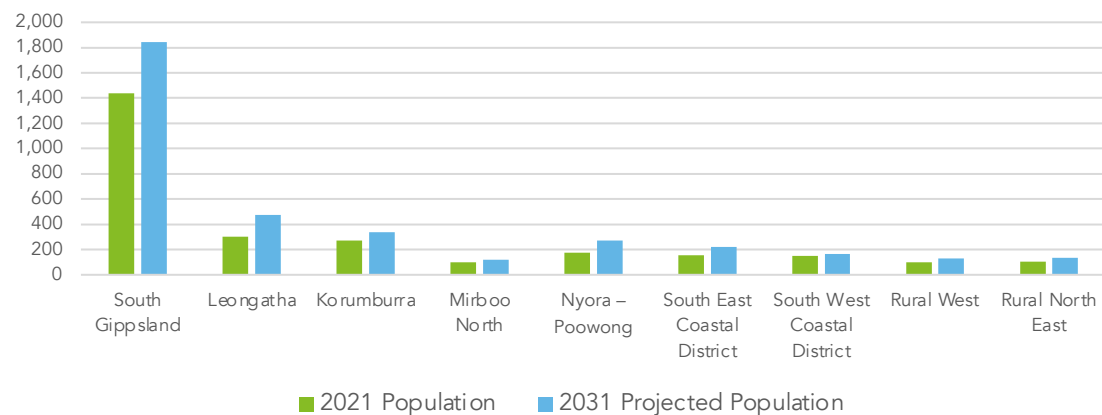
- **South Gippsland** as a region and **Leongatha** saw decreases in their 0-4 population from 2016 to 2021 but are projected to experience significant increases by 2031.
- **Korumburra** was the only district with an increase from 2016 to 2021 and is expected to continue growing by 2031.
- **Mirboo North, Nyora – Poowong, and South-West Coastal District** had declines from 2016 to 2021, with moderate growth projected by 2031.
- **Southeast Coastal District** and **Rural West** faced substantial decreases but are also anticipated to have notable population increases by 2031.
- **Rural Northeast** maintained a stable population with minimal decline and is projected to grow by 2031.
- Overall, despite declines between 2016 and 2021, most districts are expected to rebound and increase their populations of young children by 2031.

Australian Bureau of Statistics, Census Community Profiles, South Gippsland Shire (2021)
South Gippsland Shire Council, Position Paper: Council's Role in the Early Years (2022)

2016-2021 Historical Population Data (0-4 age group)



2021-2031 Projected Population Growth (0-4 age group)





3.2 Population & Demographic Data

Insights into the workforce dynamics of the South Gippsland Shire - Understanding employment, income, and industry shifts for informed decision making.

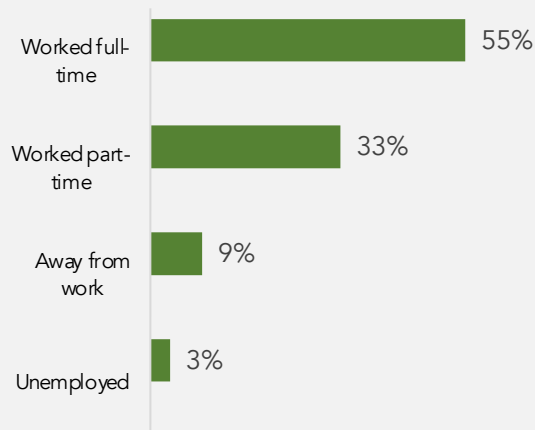
Extrapolation from the Census Data (2021) depicts the demographic and population data across the South Gippsland Shire.



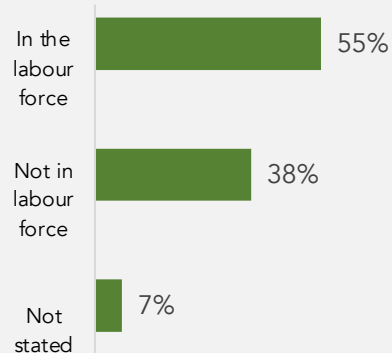
Employment

Median Weekly Personal Income	2021	\$655
Median Weekly Household Income	2021	\$1,266
Median Monthly Mortgage Payment	2021	\$1,408

Employment Status



Labour Participation



Australian Bureau of Statistics, Census Community Profiles, South Gippsland Shire (2021)

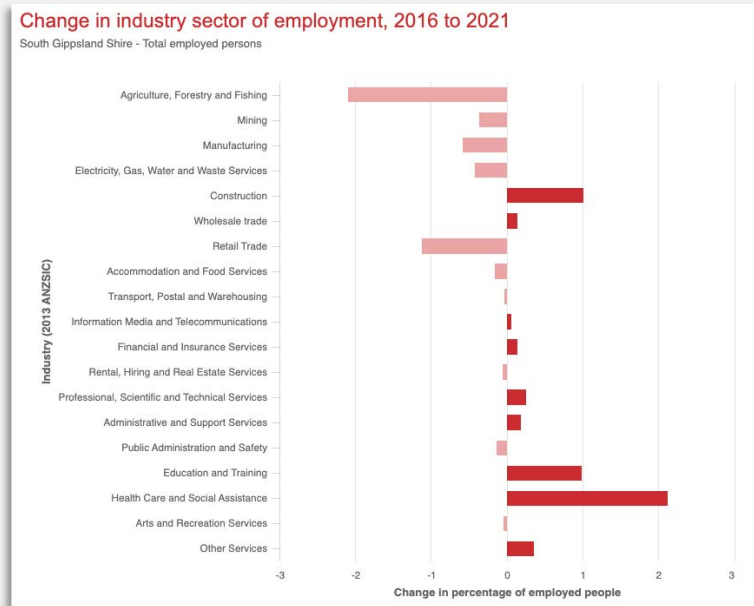


Industry

Occupation



Industry Changes



.id (informed decisions), Industry sector of employment, South Gippsland Shire (2021)



3.3 Infrastructure - Housing

The South Gippsland Shire housing market is characterised by rising prices, declining property availability, and an increasing scarcity of affordable options.

A comprehensive view of the current South Gippsland Shire property market was undertaken to understand pricing and uncover market trends. A view of statutory planning scheme zones and overlays guides potential new developments.

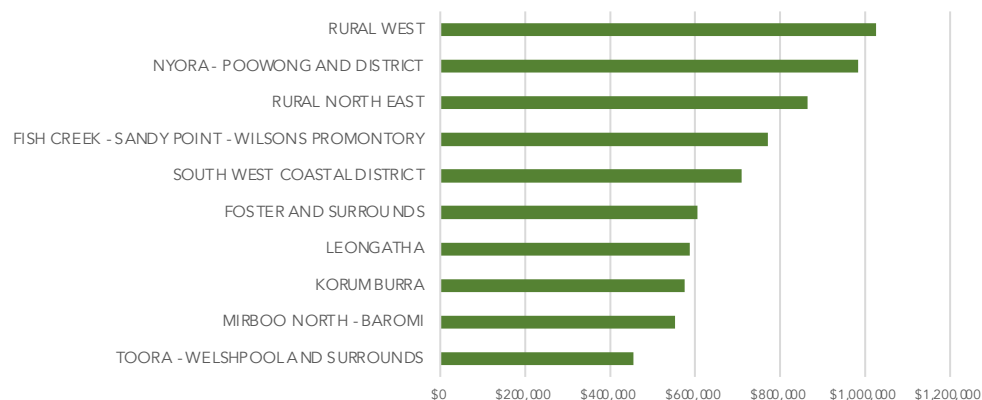
House Prices & Trends

- Over the past 5 years, South Gippsland Shire has seen a substantial average annual increase in median house prices at 13%, which has outpaced the Regional Victoria average of 9.8%. Unit prices have also experienced a large increase, at 16.6% per annum, compared to 6.1% for Regional Victoria.
- In the region, property availability has sharply decreased from 1,117 in 2018 to 445 in 2023, with a corresponding decline in the proportion of affordable homes, signalling a tightening market with heightened affordability challenges.
- It is estimated that there is an unmet need for affordable housing for 289 households in South Gippsland Shire, representing 3.3% of all households.

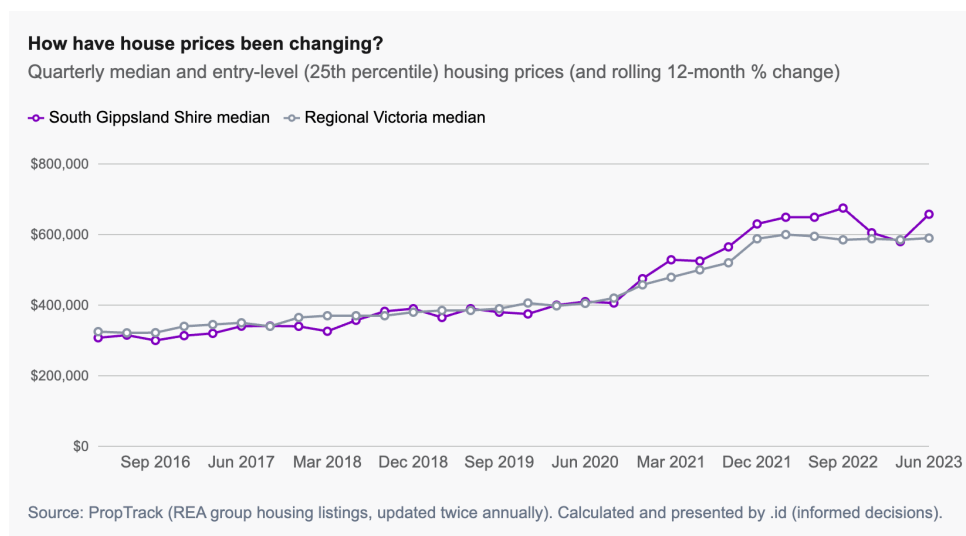
The market data indicates that while the overall housing market in South Gippsland Shire has seen significant price growth, there remains a segment of the market that is still affordable, particularly in larger regions such as Leongatha and Korumburra. The percentage of sales deemed affordable varies considerably by area, with Toora - Welshpool and Surrounds being the most affordable and Rural West being the least. The strong price growth, particularly for units, highlights a robust demand and may reflect a shift in buyer preferences or a response to limited housing supply. The affordable housing gap underscores the ongoing need for housing solutions that cater to lower-income households.

Australian Bureau of Statistics, Census Community Profiles, South Gippsland Shire (2021)
.idcommunity, housing monitor, South Gippsland Shire (2023)

Average Region House Price, 2022-2023



Comparative Median House Prices, 2016-2023





3.4 Infrastructure - Rental

South Gippsland Shire's rental market shows a trend of affordable housing, with most rents under \$300, and a gradual increase in mid-range rents, while still remaining more affordable than regional Victoria

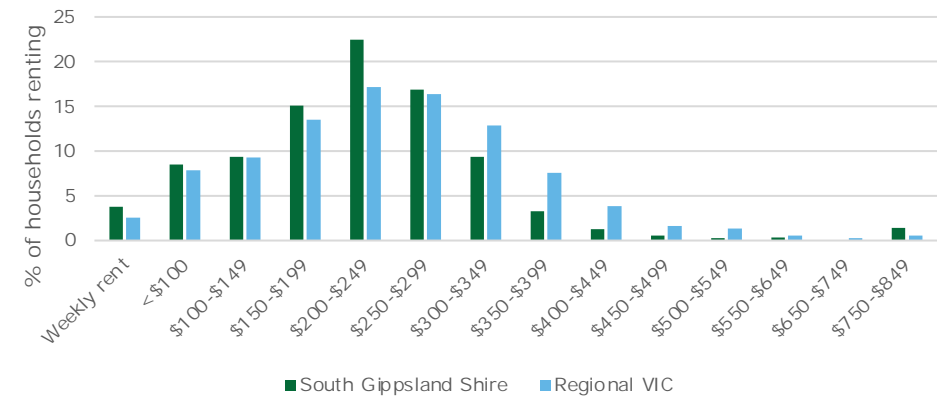
A comprehensive view of the current South Gippsland Shire rental property market was undertaken to understand statistical growth and uncover trends of rental market. Extrapolation from the Census data (2021) and .id data (2023) depicts the rental and total households' data across the South Gippsland Shire region.

Rental Prices & Trends

- **Affordability:** While most rentals remained in the most affordable quartile in 2021, there's been an 8.4% yearly increase in median rent prices since then, hinting at a transition towards higher rent brackets.
- **Accessibility:** The rental market remains broadly accessible, with high-end rentals (\$450+ weekly) still a small fraction at 3.8%. The overall market continues to favor economical housing options.
- **Price Stability and Growth:** The market has seen a stable growth in rental prices, with a movement away from the lowest quartile, reflecting the gentle price increase captured in recent data.
- **Competitive Pricing:** In comparison to regional Victoria, South Gippsland retains a competitive edge in rental affordability, despite the gradual price increases.
- **Potential for Housing Stress:** With an average household income of \$1,266, substantially below the Victorian average (\$1,759), residents face increased housing stress as rental prices outpace income growth.
- **Workforce Attraction:** The Shire's rental conditions, despite the upward price trend, should continue to attract a workforce seeking affordability. Yet, continued price rises will need to be monitored for their impact on regional demographics and economic accessibility.

Australian Bureau of Statistics, Census Community Profiles, South Gippsland Shire (2021)

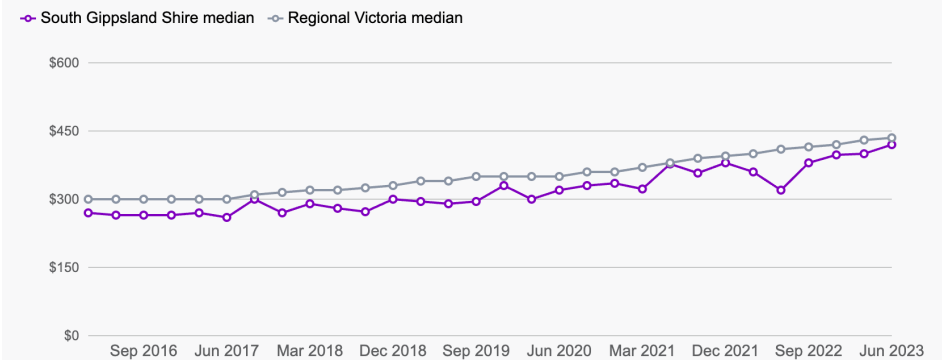
Weekly Housing Rental Payments, 2021



Australian Bureau of Statistics, Census Community Profiles, South Gippsland Shire (2021)

How have house rental prices been changing?

Quarterly median and entry-level (25th percentile) housing rental prices (and rolling 12-month % change)



Source: PropTrack (REA group housing listings, updated twice annually). Calculated and presented by .id (informed decisions).



3.4 Housing & Statutory Plans

Growth prospects in South Gippsland Shire are underscored by projected population increase and strategic housing development plans in key growth areas, which face market and regulatory hurdles that may affect development.

Housing Demand & Capacity

- The population is projected to increase by 5,482 by 2036, indicating sustained housing demand.
- House prices are expected to rise but remain relatively affordable in major townships like Leongatha, Korumburra, and Nyora.
- Housing supply is tight, with only 445 houses available in 2023, a sharp decline from 1,117 in 2018.

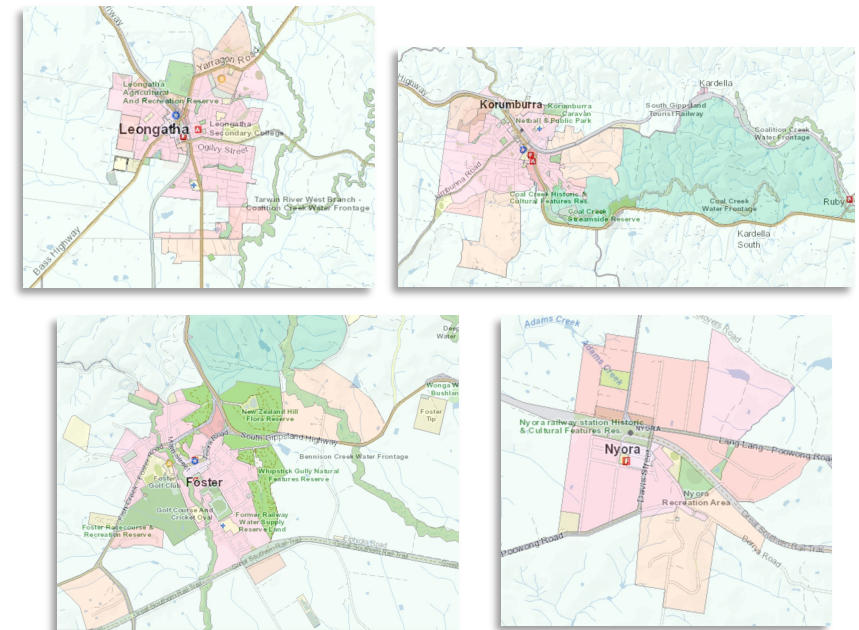
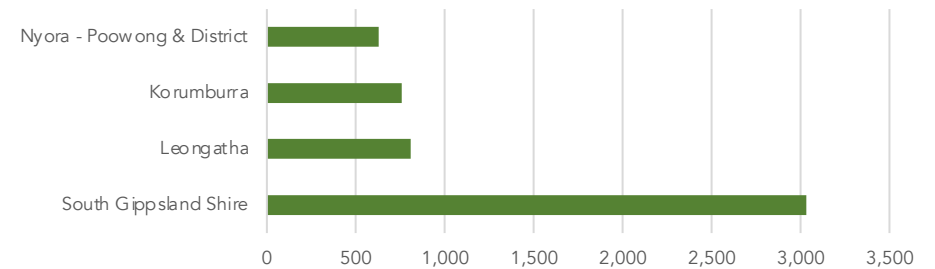
Growth Areas

- **Korumburra:** A key peri-urban area with plans for 700 housing lots, but historical development has been slow. Its proximity to Melbourne makes it a potential residential growth zone.
- **Leongatha:** Over 200 lots are available for rezoning, with a steady history of 40-45 new properties developed annually. This positions Leongatha as a significant area for housing expansion.
- **Nyora:** Close to Melbourne and earmarked for a major greenfield subdivision of 350 houses, Nyora is emerging as an important residential area within the Shire.
- **Focus Region - Foster:** A critical eastern township impacted by the Star of the South windfarm project, Foster is key for demographic and housing planning, especially considering its older population and bushfire risks.

New Developments

- Currently, 400 houses have been approved, but development is slow due to market conditions such as rising interest rates and high costs.
- The Vacant Residential Land Tax (VRLT) in Victoria, which imposes additional costs on undeveloped residential properties, could lead to faster development in South Gippsland Shire, potentially alleviating the housing supply shortage while requiring strategic financial planning from both the Council and developers.

Additional Dwellings Between 2021-2036



Note 1. Source: South Gippsland Shire Council, Draft Land Development Strategy

ECE Context & Vision





4.1 ECE Context

In South Gippsland, 10 Early Childhood Education (ECE) providers operate a total of 17 diverse locations offering services including long day care, kindergarten, and OSHC

Early Childhood Education Services

In South Gippsland, a wide range of ECE services are in place, tailored to address the specific childcare, educational, and development requirements of children in South Gippsland. These services include:

- **Long Day Care:** Long day care refers to a structured and licensed childcare arrangements for children from birth to school age. It typically operates for extended hours, covering a full working day.
- **Kindergarten:** Kindergarten, often part of an early education program, is designed for children aged 3 to 5 years. It focuses on school readiness, providing a curriculum that includes pre-literacy, numeracy, and social skills development.
- **Family Day Care:** Family day care is a form of childcare where certified caregivers provide care in their own homes. This option offers a more personalised and home-like setting for children, often involving mixed age groups.
- **Out of School Hours Care (OSHC):** OSHC refers to before and after school care programs for school-age children. These programs operate during school term times and school holidays.

Providers

There are ten service providers in the South Gippsland region.

- **Leongatha Children's Centre Inc:**
 - Leongatha Early Learning Centre
 - Leongatha Children's Centre
- **Leongatha Community Preschool Centres Inc:**
 - Allora Kindergarten
 - Hassett Street Kindergarten
- **Nurture One Brown Street**
- **Mirboo North Kindergarten YMCA**
- **Meeniyah Preschool**
- **Prom Coast Centres for Children Inc. (PCCC):**
 - Fish Creek Kindergarten
 - Foster Prom Coast Centres for Children
 - Foster Early Learning
 - Toora Kindergarten
 - Welshpool Kindergarten
- **Karmai Community Children's Centre Inc:**
 - Karmai Community Children's Centre
 - Karmai Community Childrens Centre Kindergarten
- **Poowong Kindergarten Uniting**
- **Loch and District Preschool**
- **Chairo Christian School**

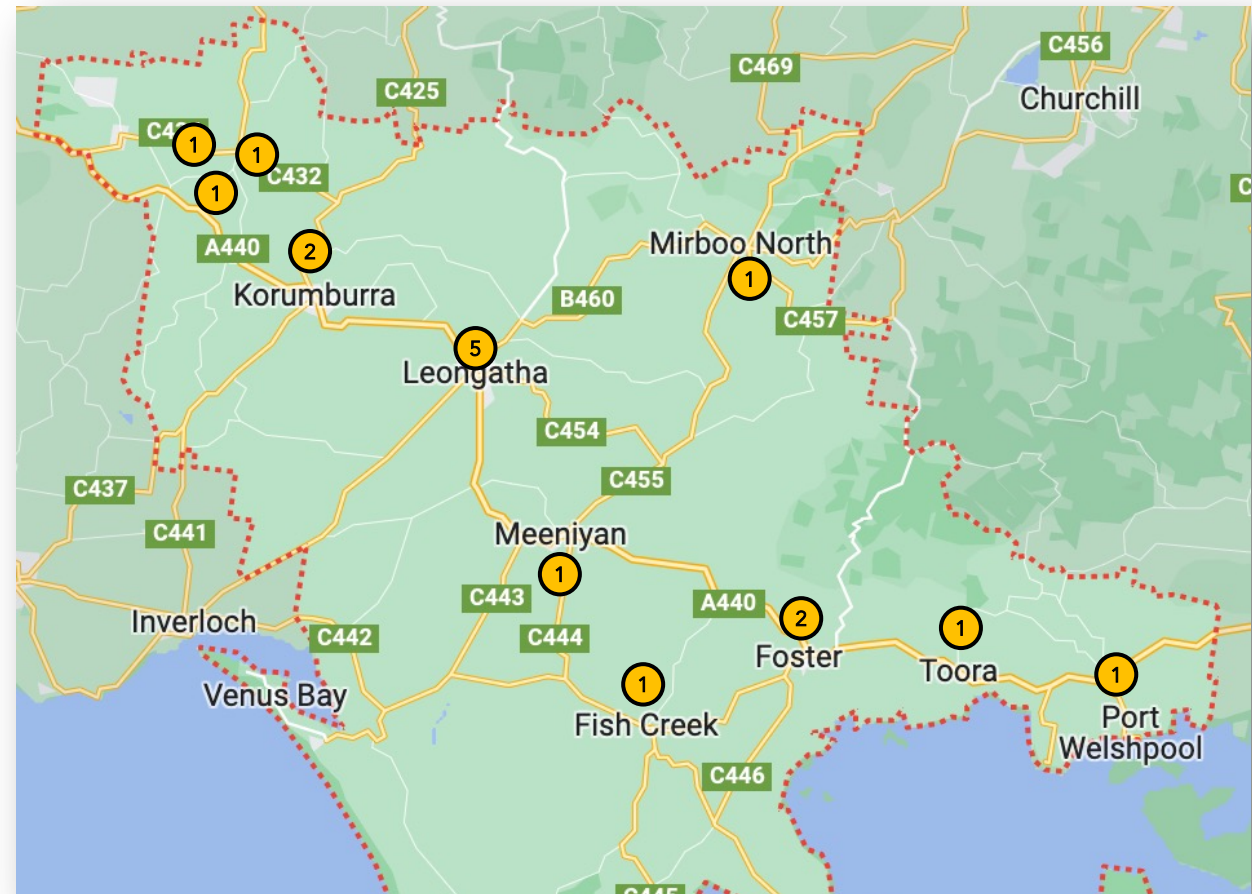


4.2 ECE Providers and Services

In South Gippsland, 10 Early Childhood Education (ECE) providers operate a total of 17 diverse locations offering services including long day care, kindergarten, bush kinder, and OSHC

Providers

- **Leongatha Children's Centre Inc:**
 - Leongatha Early Learning Centre
 - Leongatha Children's Centre
- **Leongatha Community Preschool Centres Inc:**
 - Allora Kindergarten
 - Hassett Street Kindergarten
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 - Toora Kindergarten
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- **Karmai Community Children's Centre Inc:**
 - Karmai Community Children's Centre
 - Karmai Community Children's Centre Kindergarten
- **Poowong Kindergarten Uniting**
- **Loch and District Preschool**
- **Chairo Christian School**





4.3 Council's Role

South Gippsland Shire Council supports the delivery of kindergarten services by providing infrastructure and Central Registration and Enrolment Scheme (CRES) for participating kindergartens

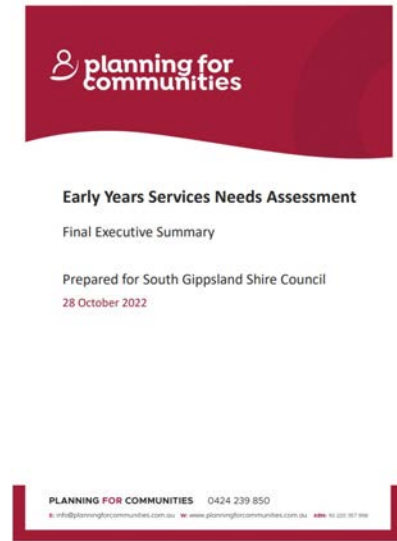
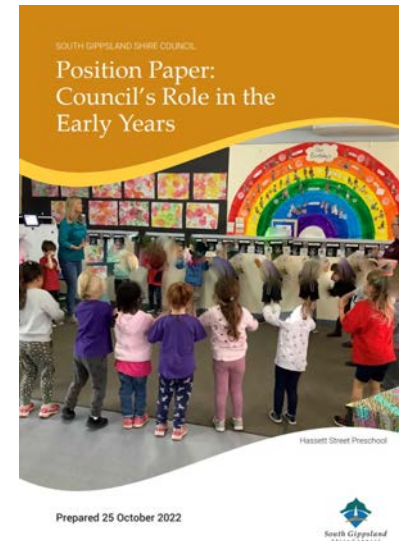
Council's Role in Early Childhood Education

The ECE sector in the South Gippsland Shire region are characterised by a comprehensive range of services and support systems aimed at nurturing the development and well-being of children from birth to school age. The services play a crucial role in ensuring that children receive the best possible start in life, setting the foundation for the future growth and success.

Council's existing role in the Early Childhood Education is focused upon four core areas:

- **Direct Service Delivery** for Maternal and Child Health, including enhanced MCH, immunisation and supported playgroup services.
- **Provision of Infrastructure** to support kindergarten, childcare (Korumburra, Leongatha and Foster), Maternal and Child Health and playgroups.
- **Sector Coordination and Capacity Building** including coordinating Kindergarten Central Registration and enrolment (CRES), facilitating networking and training opportunities for services and the preschool field officer.
- **Capacity Planning for the Service System** to ensure the community has access to Early Childhood Education services in the right locations and in facilities which support the delivery of high-quality Early Childhood Education services.

Council's future role in the Early Childhood Education will be focused on advocacy and support for the early years service providers and key sector partners, including educational institutions.



	Toora	Welshpool	Foster	Meenyan	Tarwin Lower	Mirboo North	Leongatha	Korumburra	Poowong	Nyora	Loch
MCH			✓		✓	✓	✓	✓	✓	✓	
Immunisation			✓			✓	✓	✓			
Supported Playgroup			✓		✓		✓	✓		✓	
Kindergarten Infrastructure	✓	✓		✓		✓	✓	✓	✓		✓
Childcare Infrastructure			✓				✓	✓			

Table 1. Summary of early years services and infrastructure delivered or provided by South Gippsland Shire Council



4.4 ECE Reforms

Victorian Government had introduced new reforms for the Early Childhood Education Program to expand Three-Year-Old and Four-Year-Old Kindergarten services across the state

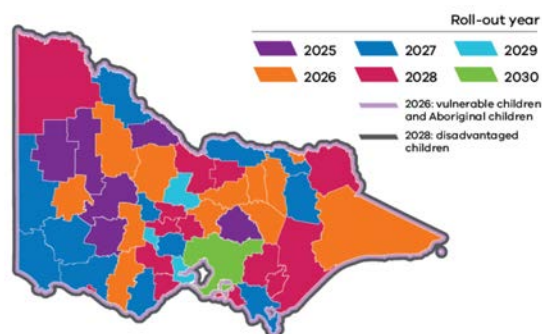
Best Start Best Life

The Victorian Government's Best Start, Best Life reforms represent a substantial overhaul of Victoria's early childhood sector, marking a significant generational change. Key aspects of these reforms include:

- Free Kinder Access:** From 2023, all 3- and 4-year-old children in Victoria will have access to free kinder services. These services will be available at both standalone (sessional) kindergartens and long day care (childcare) centres, resulting in potential annual savings of up to \$2500 per child for families.
- Three-Year-Old Kindergarten Expansion:** The rollout of Three-Year-Old Kindergarten programs will continue, with the goal of providing 15 hours of weekly engagement across the entire state by 2029. This expansion ensures that Victorian children receive two years of a quality kindergarten programs before commencing formal schooling.
- Transition to "Pre-Prep" for Four-Year-Old Kindergarten:** In the next 10 years, Four-Year-Old Kindergarten in Victoria will change to 'Pre-Prep'. This means that every 4-year-old child can go to a play-based learning program for 30 hours per week
- Early Learning Centres:** 50 Victorian government-owned and operated early learning centres will be established.

Early Start Kindergarten

The Victorian government is rolling out funded kindergarten for all three-year-olds. During the roll-out, there will be no change to Early Start Kindergarten. Early Start Kindergarten will continue to provide 15 hours of free or low-cost kindergarten per week to all eligible children in all areas across Victoria.



Supported Playgroups

The State Government had provided \$22.3 million to expand supported playgroups across the state, giving families who need extra support access to groups run by trained facilitators. That includes providing funding to help improve the connections between First Time Parent Groups and community playgroups.

Building Blocks Program

The Department of Education (DE) has developed the Building Blocks program, an overarching investment program to support the sector that includes 'Building Blocks Partnerships', Kindertartens on School Sites and a new, single grants program, which incorporates the existing Children's Facilities Capital Program and Inclusive Kindertartens Facilities Program.



What is Kindergarten Infrastructure and Services Plan (KISP)?

KISP will allow DE and an LGA to share information and agree on:

- the current supply (or capacity) and demand for funded kindertarten in the LGA
- forecast demand for Three and Four-Year- Old Kindertarten
- expectations about how demand growth will be accommodated over the roll-out (for example, the use of existing capacity and building new or expanded capacity, and the role of different types of provision).



4.5 ECE Reforms Impact

Unveiling the Impact: How ECE Reforms Reshape Experiences for Families, Schools, Communities, and the Workforce

South Gippsland Shire Council

- Anticipated growth in the early childhood sector may require additional support and advocacy from the Council.
- Increased community workforce may strain existing infrastructure and necessitate new developments.
- The council may need to play a more active role in community engagement to address the potential challenges and benefits of the sector's growth.
- Introduction of new policies and regulations to ensure quality control and standardisation across providers.
- A potential increase in public feedback and community forums related to early childhood service provisions.
- Council may have to address potential inequality issues that arise due to differential access to services.



ECE Providers/Workforce

- Significant recruitment efforts due to increased demand for childcare services.
- Enhanced training and development initiatives to meet the sector's quality standards.
- Potential challenges in resource allocation, facility expansion, and upskilling.
- More opportunities for career growth, skill enhancement, and specialisation.
- Dynamic evolution of the sector, emphasising adaptability and continuous learning.
- Increased competition among providers leading to innovation and improved service offerings.
- Enhanced collaboration between providers for sharing best practices and resources.
- Rising importance of technology integration for efficient service delivery and management.
- A potential increase in wages and benefits due to a higher demand for skilled professionals.
- Potential challenge in accessing Kindergarten Inclusion Support (KIS) due to the shortage of NDIS support workforce



Local Children/Families

- Easier access to quality kindergarten services due to increased availability.
- Financial reliefs leading to more affordability for families.
- Improved and comprehensive early education experiences for children.
- A more inclusive educational environment fostering academic and holistic development.
- Families may be more informed and involved in their child's early education journey.
- Greater choice for families due to increased service providers in the sector.
- Assurance of quality education based on standardised regulations and controls.
- Increased community events and workshops focused on early childhood development and parent education.
- Potential for more tailored services catering to the specific needs of children and their families.
- Some families might be resistant to accessing 30 hours of pre-prep.



Current State





5.1 Current State: Methodology

The Current State Methodology involves capturing relevant inputs from desktop research and consultation findings, and an analysis of the challenges, to define prioritised challenges for the early childhood workforce in South Gippsland region

Current State Review

A comprehensive current state analysis was undertaken to identify workforce capability and capacity of early childhood in South Gippsland region.

The **key workforce challenges** that are pertinent to South Gippsland communities are identified and its analysis is administered on quantitative (i.e., data request and desktop research) and qualitative elements (i.e., **one-on-one consultations** with both internal and external stakeholders) which include the data capture of segmented industry information, and discussion and collaboration with key stakeholders from the region, and comprehensive benchmarking analysis to provide a clear understanding of emerging workforce challenges for the region.

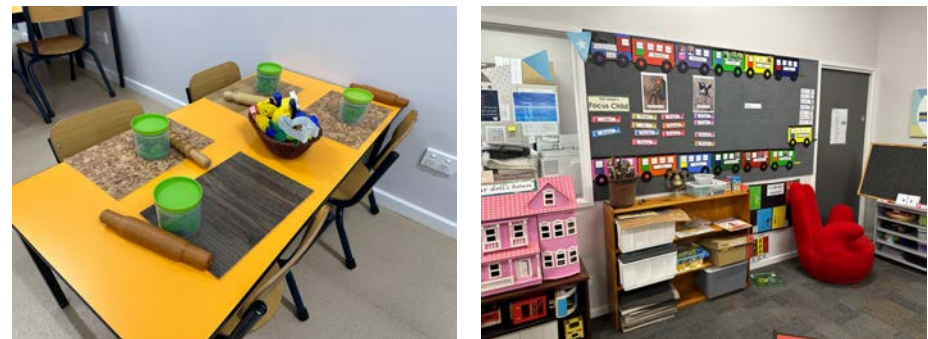
The current state analysis utilises an **Analysis Framework** against the six priority areas of Regional Workforce Development Model. The evaluation of the current workforce challenges across Early Childhood Education industry enables the stakeholders to **prioritise challenges** based on workshop findings and tailor actions that will generate the maximum impact in the South Gippsland communities.



Methodology

	Desktop Research	Design and analyse quantitative <u>data</u> and <u>observations</u> through desktop research and data request to extract valuable insights about workforce capability and capacity of the region
	Consultations	Engage with key stakeholders to identify current state and emerging workforce challenges and opportunities for the region
	Workshops	Facilitate a workshop based on principles of design-thinking to discuss visitor economy's workforce challenges and prototype solution that are pertinent for the region

Photos from Site Visits



Photos taken from Chairo Independent School



5.1 Current State: Methodology (contd.)

The current state analysis involved capturing relevant input from data request and consultation findings for the Early Childhood Education workforce in the South Gippsland region

Data Request

In conjunction with the consultation, the Council staff along with various stakeholders were actively engaged in contributing essential data and artefact to support an in-depth quantitative analysis of the current state.

NMC provided a comprehensive list of data requests including the submission of existing plans and strategies, demographic statistics specific to the South Gippsland Shire, data relevant to the early childhood workforce within the region.

Category	Data/Artefact
Existing plans & policies	Land Development Strategy
	Kindergarten Infrastructure Strategy Plan (KISP)
	Victorian Government – Kindergarten Infrastructure Plan
	Economic Development Strategy
Demographic data (5-year trend data)	Population size & growth
	Age distribution
	Birth rates
	Geographic distribution
	Socio-economic factors (education levels, income levels)
Early childhood workforce data (5-year trend data)	Current workforce (number of staff, admin)
	Workforce attrition rate
	Workforce head count growth
	Where workers reside (geographical) in relation to their workplace
Early childhood data	Current facility details
	Any future development of facilities
	Current number of attendees per facility (age group break down)
	Waiting list data per facility
	Forecast number of attendees per facility (age group break down)
Education	List of local education providers and geographical location (for training of early childhood staff)
Economic development/growth data	Local employment statistics (number of jobs, unemployment rates)
	Industry composition (main employers for the region)

Consultation Process

South Gippsland Shire Council provided NMC with a *shortlist of key stakeholders* consist of Early Childhood Education service providers in the South Gippsland Shire region, Council’s Strategic and Statutory Planning Department, Economic Development Department, real-estate providers, and local community members. NMC reached out to each stakeholder via email (with follow-ups as required) to coordinate a suitable time for a one-on-one 45 min consultation. As part of the consultation process, key stakeholders were asked to discuss their organisation’s workforce challenges and identify key focus areas for potential improvement and opportunities. The engaged stakeholders also shared any support and help that they wish to receive in order to achieve a more sustainable workforce outcome in the future state.

NMC Consultation/Interview Guide



**South Gippsland Shire Council – Early Years Workforce Plan
NMC Stakeholder Interview Guide**

Date: _____ **Time:** _____

Context

Ninety Mile Consulting (NMC) is a management consulting practice that specialises in improving suburban and regional organisations by supporting CEOs, Boards and Executives to solve their most difficult problems. We have assisted many organisations with their workforce strategy and action plans.

NMC was engaged by South Gippsland Shire Council to design a targeted Workforce Strategy and 5-year Action Plan to support the supply of the workforce required to deliver both Pre-Prep and the continued scale up of Three-Year-Old Kindergarten between 2024 and 2029.

We are speaking to a cross section of the industry partners and stakeholders who are critical to the South Gippsland communities and will only relay general themes and insights from these interviews. We won't relay specific information or direct quotes that could be attributed to any one individual or that will identify them without explicitly asking the person for permission.



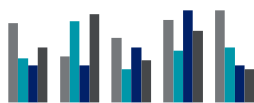
5.1 Current State: Methodology (contd.)

The current state analysis involved artefact and data request, and consultations with 9 pertinent stakeholders in the South Gippsland Shire region



Quantitative Data Request

- South Gippsland Shire Council Kindergarten Demand Data
- Position Paper Council's Role in the Early Childhood Education
- Early Childhood Education Services Needs Assessment
- Council Plan 2020-2024
- Draft Endorsed Plan Children & Families
- Social and Affordable Housing Strategy 2022
- South Gippsland Regional Profile 2021



Qualitative Consultations

- Shelley Fixter – SGSC Coordinator Children & Family Services
- Nick Moore – SGSC Coordinator Statutory Planning
- Ken Griffiths – SGSC Coordinator Strategic Planning
- Karmai Community Children's Centre – ECE provider
- Loch & District Pre-Schools – ECE provider
- Uniting Vic. Tas – Poowong – ECE provider
- Leongatha Community Preschools – ECE provider
- Leongatha Children's Centre – ECE provider
- Chairo Independent Schools – ECE provider
- YMCA Ballarat – Mirboo North – ECE provider
- Meeniyan Preschool – ECE provider
- Prom Coast Centre's for Children – ECE provider





5.1 Current State: Methodology (contd.)

The current state methodology also involves engagement with key stakeholders and a 3-hour workshop with pertinent industry providers and Project Working Group to identify and prioritise key workforce challenges of early childhood in the South Gippsland Shire region



Current State Workshop

The current state workshop has two key aims:

- (a) To align all key stakeholders (attendees) on the current state analysis based on obtained quantitative and qualitative data. This is to achieve consensus and agreement on the emerging challenges of early childhood workforce in the South Gippsland Shire region.
- (b) To prioritise key challenges and prototype a solution for emerging workforce challenges based on the benchmarking analysis and case studies across regional Victoria.

The workshop outcomes and outputs provide a prioritised challenges of early childhood workforce and tailored strategies and actions for each six priority areas (i.e., attraction, recruitment, retention, skills & training, migration, and housing).

Workshop Details

Venue: South Gippsland Shire Council Chambers

Date: 13th November 2023

Time: 3:00pm – 6:00pm












Attendees:

Lyndal Peterson	SGSC Manager
Shelley Fixter	SGSC Coordinator
Ken Griffiths	Coordinator Strategic Planning
Ken Fraser	Coordinator Economic Development
Peter Sleeman	Social Planning Officer
Early Childhood Education Providers	
Ford Davis	Ninety Mile Consulting
Dariya Otgonbayar	Ninety Mile Consulting
Glen Elkin	Ninety Mile Consulting



5.2 Current State: Existing Workforce Profile

Current workforce profile for each service providers in the South Gippsland Shire region








Priority Areas	Workforce Elements	Leongatha Children's Centre Inc	Allora Kindergarten	Hassett Street Kindergarten	Chairo Christian School	Mirboo North Kindergarten YMCA	Meeniyar Kindergarten	Loch and District Kindergarten
 	Total number of staff	20	10-30	<10	10-30	<10	<10	
 	Qualifications of new hires over the past 12 months	Certificate III Diploma	Certificate III Diploma	Certificate III	Diploma	Diploma	Bachelor's Degree	
	Annual attrition rate	2-5%	5-10%	2-5%	2-5%	<1%	<1%	
	Average tenure year	10+ Years	5-9 Years	10+ Years	5-9 Years	10+ Years	10+ Years	
	Staff residency	5-20km	5-20km	41-60km	5-20km	5-20km	5-20km	
 	Number of new hires in the last 12 months	5-10	<5	<5	5-15	<5	<5	
 	Relationship with education providers	Yes (TAFE Gippsland)	Yes (TAFE Gippsland – although relationship dropped off last 2 years)	No	Yes (Federation University, Deakin, Chisolm)	Yes (Swinburne)	Yes (Federation University, Victoria University, TAFE Gippsland)	

NOTE: Refer to Appendix A for the complete survey results



5.2 Current State: Existing Workforce Profile (contd.)

Current workforce profile for each service providers in the South Gippsland Shire region

Priority Areas	Workforce Elements	Fish Creek Kindergarten	Foster Prom Coast Centres for Children	Toora Kindergarten	Welshpool Kindergarten	Karmai Community Children's Centre	Poowong Kindergarten Uniting
	Total number of staff		30-50			>50	<10
	Qualifications of new hires over the past 12 months		Bachelor's Degree			Cert III	Cert III
	Annual attrition rate		5-10%			5-10%	<1%
	Average tenure year		5-9 Years			5-9 Years	10+ Years
	Staff residency		21-40km			5-20km	5-20km
	Number of new hires in the last 12 months		<5			<5	<5
	Relationship with education providers		Yes (Chisolm, ACU, Practical Outcomes)			Yes (TAFE Gippsland Chisolm, Deakin, Practical Solutions)	Yes (Federation University)

NOTE: Refer to Appendix A for the complete survey results



5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for ECE Workforce Attraction



Attraction

Challenges raised in the current state workshop:

- It's hard to attract talent, as once they are qualified, they usually pursue further study and higher paying roles (e.g., Primary School teaching).
- There is difficulty attracting staff due to low remuneration levels and stressful working conditions (i.e., long hours, no breaks, large class sizes, increased behavioural problems), especially when they can work low stress jobs for similar reward.
- Infrastructure is limited, and will not allow for smaller class sizes, and talent does not want to work in cramped, high stress environments.
- Most roles are part-time or casual and there is no security, making it hard to justify working in the sector, as cost of living stress is prevalent.

Challenges identified from data and observations:

- The disparity in remuneration levels range from \$16,000 for early career teachers to more than \$30,000 for experienced teachers in comparison to those in primary school.
- The updated Bachelor of Education program offers a double degree in Early Childhood Education and primary school, which puts the ECE industry in a disadvantage as students often choose to seek employment in primary schools due to higher wages and more attractive working conditions.

Current Mitigation Strategies

- Chairo Independent School focus on upskilling and career progression, allowing educators to eventually move into primary school teaching through their system, thus consistently having talented people coming through.
- ECE providers within the region are promoting their Employee Value Proposition to attract workforce from overseas, metropolitan Melbourne, and other regional towns.
- Leongatha Children's Centre offer flexibility, training, along with remuneration 8-17% above award to attract talent.



5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for ECE Workforce Recruitment



Recruitment

Challenges raised in the current state workshop:

- There is a lack of advocating and promoting for the sector, so new people are not being encouraged to seek a career in the area from an early age.
- Program design (child or family focused) is not attractive for staff (e.g., mixed age groups, high staff ratios, no planning, capacity focused).
- Leadership/management values sometimes do not align with educators' values and there is consistent change in leadership (COM).
- International applicants are required to pursue face-to-face education which limits their options to work in areas where they can attend classes. The nearest education provider is situated 1-2 hours away.
- Recruitment is done in-house and often limited recruitment channels are used (e.g., local newsletter the only channel used, leading to limited reach).

Challenges from data and observations:

- The limited availability of childcare options for staff members can hinder workplace recruitment because potential employees prioritise locations where they can secure reliable care for their own children.
- An individual is ineligible for relocation grant if they've been an early childhood teacher in Victoria within the last year, unless they are a recent graduate. Relocation supplements are for those moving significant distances (at least 100km).

Current Mitigation Strategies

- Karmai offers flexible working hours, where they set shift times to suit people who have to accommodate travel from far regions, such as Berwick and Koo Wee Rup.
- Chairo Independent School uses its own website to recruit, promoting focus on upskilling and career progression to eventually move into primary school teaching.
- Multiple providers offer flexible working hours to accommodate travel times for those who are coming from outside the immediate region.





5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for ECE Workforce Retention



Retention

Challenges raised in the current state workshop:

- Burnout is common due to staff shortages and a high staff-to-child ratio, this leads to people retiring or choosing new employment.
- There's a lack of professional development and support. Educators want to upskill but are deterred by high stress, long working hours, and low pay (often must skip lunch/bathroom breaks).
- There's often insufficient physical space. Limited available rooms, limited activities and restricted learning opportunities.
- Competition from other industries is fierce. With low ECE pay, other lower-stress jobs often seem more appealing.
- When there is a drop in enrolments, providers are unable to maintain the same staff hours, so staff must find work elsewhere to support themselves.

Challenges from data and observations:

- The housing shortage in the region makes it tough for ECE professionals to settle and when they can find available properties, they are often unfit for their families.
- ECE pay is quite low when compared to other industries, and the majority of roles in the sector are not full-time, creating uncertainty in employment and finances.
- Class sizes have increased without a proportional increase in space, making work conditions more challenging.

Current Mitigation Strategies

- YMCA have implemented initiatives to advance the formal education of their staff to retain them.
- Leongatha Children's Centre currently provide flexible employee assistance programs, training, and 8-17% above award remuneration to attract and retain their staff.
- Karmai provide discounts to employees who have their own children in care, and offer employee assistance programs to enhance the emotional, mental and general psychological wellbeing of employees and their immediate family and household members.



5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for Skills & Training in the ECE workforce



Skills & Training

Challenges raised in the current state workshop:

- ECE providers in the South Gippsland Shire region often find that there is limited time and resources for professional development and skills and training.
- It is hard for providers to find similar talent to what is exiting, as the quality of training provision and outcomes are low.
- There are not enough placements, and not enough diversity in existing placements to provide new talent with a variety of experience.
- There is lack of funding, so mentors are not rewarded for taking on extra workload with placements.
- The closest education provider is at least 1-2 hours away, making it difficult for staff to commute to class.

Challenges identified from data and observations:

- There is a lack of infrastructure to support the provision of ECE training in the area (i.e., no public transport and large distance between training provider and workplace).
- Staff are departing due to lack of clear career pathway in Early Childhood Education.
- Staff often leave ECE and seek employment in primary schools after receiving a Bachelor's Degree in Education.

Current Mitigation Strategies:

- Multiple providers offer ongoing training to sufficiently upskill new-joiners.
- Multiple providers have established formal relationships with education providers in the region, and others are exploring this as an opportunity to have more oversight on who's coming through the training programs, and the outcomes they are achieving.
- Chairo offers ongoing training to upskill staff with career progression opportunities to funnel them into their Primary School program, ensuring a consistent flow and allowing people to move within the organisation.



5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for ECE workforce Migration



Migration

Challenges raised in the current state workshop:

- South Gippsland Shire region is not part of the DAMA (Designated Area Migration Agreement) that allows certain designated areas to sponsor their employees.
- Visa requirements are not conducive to having migrants staying in the region long-term- currently they can only stay for 2 years but will need 3 to be able to apply for more.
- There are no clear migration strategies developed to get people working in the ECE sector.
- The lack of availability and affordability of housing in the South Gippsland Shire region imposes significant constraints for regional and overseas migration.

Challenges from data and observations

- International students with Certificate III and Diploma qualifications are not eligible for skilled migration visa and a permanent residency pathway.
- Only students with a Bachelor's degree in Education are eligible for skilled migration and sponsorship.
- To be eligible for regional relocation grant an applicant must move from at least 100km away.

Current Mitigation Strategies:

- The Victorian Early Childhood Teacher Incentives Program offers relocation packages to attract teachers to areas with high demand. These packages range from \$2,000 to \$8,000, depending on the distance relocated and whether the teacher has dependents, with higher amounts for relocating over greater distances or from New Zealand.



5.3 Current State: Workforce Challenges

Key challenges and mitigation strategies identified for ECE Workforce Housing



Housing

Challenges raised in the current state workshop:

- The high cost and limited availability of accommodation or housing in the area pose significant challenges for both potential and current employees.
- The condition of the houses available for purchase or rent are not satisfactory quality.
- The location of available houses is not ideal.

Challenges from data and observations

- **Housing Availability:** Housing supply is tight, with only 445 houses available in 2023, a sharp decline from 1,117 in 2018.
- **Surging Housing Costs:** With a 100%+ growth in the South Gippsland Shire median house price over the past decade, housing has become unaffordable for those working in the ECE sector.
- **Rental Constraints:** The number of long-term rentals in the area is very low, making it hard to find accommodation. Coupled with steadily rising rent prices in the South Gippsland Shire, this poses further housing challenges for ECE professionals.

Current Mitigation Strategies:

- South Gippsland Shire Council is proactively engaged in formulating a Land Development Strategy. This approach includes the exploration of potential opportunities to unlock land and initiate new developments, aiming to alleviate the current accommodation challenges faced by the ECE workforce. Current projections have an additional 3,000+ dwellings projected to be built by 2036.





5.4 Current State: Workforce Challenges Summary

South Gippsland Shire is facing challenges across workforce attraction, retention, skill development, migration, and housing affordability, which collectively strain the ECE sector and impede sustainable community growth



ATTRACTION



RECRUITMENT



RETENTION

Challenges:

- Qualified educators prefer further studies or better-paid roles, like in primary school teaching.
- Low pay and stressful work conditions in the sector make it unattractive compared to less stressful, similarly paid jobs.
- Inadequate infrastructure contributes to unfavourable work environments, with cramped spaces and large classes.
- High job insecurity with many part-time and casual roles dissuades potential staff amid financial pressures.
- There is a wide pay gap within the sector, with Early Childhood Education educators making \$5,000 - \$20,000 less than Primary School Educators.
- The Bachelor of Education (Early Childhood and Primary) program's focus on primary education over ECE, which leads graduates to choose the former for higher wages and better conditions.

Mitigation:

- Chairi Independent School highlights career advancement, offering upskilling for educators to transition into primary school teaching, ensuring a flow of talent.
- Regional ECE providers market their Employee Value Proposition to draw talent from overseas, metropolitan Melbourne, and other regional areas.
- Leongatha Children's Centre provides flexibility, training, and pay 8-17% above the award rate to attract skilled educators.

Challenges:

- The sector suffers from a lack of advocacy and promotion, deterring early interest in ECE careers.
- Some programme designs place emphasis on capacity rather than quality (high staff-to-child ratio, mixed groups etc.).
- Leadership in ECE often lacks proactive recruitment efforts.
- International candidates face restrictions, needing in-person education, which is not accessible locally, limiting their employment options.
- ECE recruitment is often restricted to a few local channels, like newsletters, resulting in limited applicant reach.
- The scarcity of childcare for staff members impedes recruitment, as candidates look for employment where their own children's care is assured.
- Eligibility for relocation grants in Victoria is limited to recent graduates or those who haven't taught in the state for a year, with supplements for relocations over 100km.

Mitigation:

- Karmai supports staff with flexible shift times to accommodate long commutes from places like Berwick and Koo Wee Rup.
- Chairi Independent School recruits via its website, highlighting upskilling and career progression to primary school teaching.
- Various providers adjust working hours to ease travel for employees from outside the immediate area.

Challenges:

- Staff burnout due to shortages and high staff-to-child ratios, leading to retirements and career changes.
- A lack of professional development and support, alongside stress hinders educators' desire to upskill.
- Insufficient physical space in facilities.
- ECE's lower pay faces competition from other industries offering less stressful and similarly paid jobs.
- Drops in enrolment lead to reduced staff hours, forcing educators to seek additional employment for financial stability.
- Regional housing shortages and unsuitable properties for families complicate the settling of ECE professionals.
- The predominance of part-time roles contribute to employment and financial uncertainty.
- Increasing class sizes without additional space exacerbates work conditions for educators.

Mitigation:

- YMCA has introduced initiatives aimed at furthering their staff's formal education to improve retention.
- Leongatha Children's Centre attracts and keeps staff by offering flexible arrangements, employee assistance programs, training, and salaries 8-17% above the award rate.
- Karmai offers staff discounts for childcare and provides employee assistance programs to support the mental and emotional well-being of employees and their families.



5.4 Current State: Workforce Challenges Summary (contd.)

South Gippsland Shire is facing challenges across workforce attraction, retention, skill development, migration, and housing affordability, which collectively strain the ECE sector and impede sustainable community growth



SKILLS & TRAINING

Challenges:

- South Gippsland's ECE providers struggle with limited resources for staff training and development.
- The quality of training is low, making it hard to replace departing talent.
- Placement opportunities are scarce and lack diversity.
- Mentors lack funding and are not compensated for additional placement workloads.
- The nearest education provider is 1-2 hours away, complicating staff commutes.
- Inadequate infrastructure, like poor public transport, hinders ECE training access.
- Staff leave due to unclear career paths in ECE.
- Many ECE staff switch to primary school roles after earning their Bachelor's Degree in Education.

Mitigation:

- Many providers offer continuous training to effectively upskill new staff members.
- Several providers have established or are considering formal ties with regional education institutions to better oversee training program participants and outcomes.
- Chairo provides ongoing training and career progression opportunities, guiding staff towards their Primary School program to ensure consistent staffing flow and organizational mobility.



MIGRATION

Challenges:

- South Gippsland Shire isn't part of the DAMA program, limiting employee sponsorship capabilities.
- Visa rules restrict migrants to 2-year stays, short of the 3 years needed for further application eligibility.
- There's a lack of clear migration strategies for ECE workforce development.
- Housing availability and affordability issues in South Gippsland hinder regional and overseas migration.
- International students with Certificate III and Diploma qualifications don't qualify for skilled migration visas or permanent residency.
- Only Bachelor's degree holders in Education are eligible for skilled migration and sponsorship.
- The regional relocation grant requires moving from a location at least 100km away.

Mitigation:

- The Victorian Early Childhood Teacher Incentives Program offers relocation packages to attract teachers to areas with high demand. These packages range from \$2,000 to \$8,000, depending on the distance relocated and whether the teacher has dependents, with higher amounts for relocating over greater distances or from New Zealand.



HOUSING

Challenges:

- Accommodation challenges in the area include high costs and limited availability, impacting both potential and current employees.
- The condition and location of available houses for purchase or rent are unsatisfactory.
- Housing supply has sharply declined, from 1,117 available houses in 2018 to only 445 in 2023.
- South Gippsland Shire's median house prices have more than doubled over the past decade, making housing unaffordable for ECE sector workers.
- The scarcity of long-term rentals and rising rent prices further exacerbate housing difficulties for ECE professionals.

Mitigation:

- The South Gippsland Shire Council is actively developing a Land Development Strategy to address accommodation issues for the ECE workforce. This strategy focuses on unlocking land for new developments, with projections indicating over 3,000 new dwellings by 2036.

Future State





6.1 Future State: Methodology

The Future State Methodology involves the development of workforce strategies and actions against the six priority areas based on design-thinking workshop outcomes, benchmarking analysis findings and demand data

Future State Design

A comprehensive future state analysis was undertaken to design workforce goals and strategic actions to address emerging challenges that ECE providers are facing in the South Gippsland region.

The future state analysis utilised valuable inputs from the design-thinking workshop and benchmarking analysis held as part of this project. NMC analysed the projected population growth and early childhood education (ECE) demand for 3- and 4-year-old for the next 13 years to define the future workforce demand and supply for the region based on demand data provided by the Council.

By evaluating the workforce challenges and mitigation strategies identified in the current state against the six key areas of the NMC's Workforce Framework, future workforce strategies and actions were defined by the industry leaders during the workshop.

Demand data provided by the Council

Supply and demand breakdown												
Eastern Region												
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Demand for kindergarten (3 & 4 year olds)	110	308	107	106	306	105	104	106	107	108	109	109
SG Kindergarten supply - assuming 30hrs from 2027	216	216	216	216	162	162	162	162	162	162	162	162
Unmet demand based on SG supply data	0	0	0	0	0	0	0	0	0	0	0	0
Central Region												
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Demand for kindergarten (3 & 4 year olds)	330	334	337	337	337	337	337	343	345	348	359	364
SG Kindergarten supply - assuming 30hrs from 2027	458	458	458	458	344	344	344	344	344	344	344	344
Unmet demand based on SG supply data	0	0	0	0	0	0	0	0	2	5	15	23
Western Region												
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Demand for kindergarten (3 & 4 year olds)	265	268	272	277	281	286	290	299	304	308	318	323
SG Kindergarten supply - assuming 30hrs from 2027	274	274	274	274	206	206	206	206	206	206	206	206
Unmet demand based on SG supply data	0	0	0	3	76	80	85	94	98	103	113	118
Coastal Region												
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Demand for kindergarten (3 & 4 year olds)	19	19	19	19	20	20	20	20	20	20	21	21
SG Kindergarten supply - assuming 30hrs from 2027	0	0	0	0	0	0	0	0	0	0	0	0
Unmet demand based on SG supply data	19	19	19	19	20	20	20	20	20	20	21	21

Methodology



Design-Thinking Workshop

Conducted a design-thinking workshop with key industry partners from the region to prioritise emerging workforce challenges and co-design potential solutions collaboratively



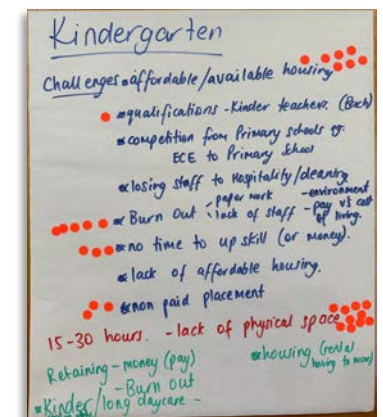
Benchmarking Analysis

Conducted one-on-one consultations with other regional Local Governments to discuss different approaches for Early Childhood Education and successful workforce strategies that are in place



Demand Data

Analysed the region's kindergarten demand data provided by the Council to define the future workforce demand and supply





6.2 Future State: Workforce Supply & Demand

Demand data forecasts unmet demand for 3- and 4-year-old kindergarten in Coastal region based on the South Gippsland Shire Council's estimates.

Demand Data:

The primary objective of the demand data is to assist all kindergarten providers in meeting the growing demand and to provide a comprehensive overview of infrastructure requirements across the South Gippsland region. The data estimates the future demand and supply of 3- and 4-year-old kindergarten using forecast population data and existing local kindergarten capacities. Based on demand data provided by the Council, NMC analysed the projected workforce demand for the 3- and 4-year-old kindergarten in South Gippsland.

The townships grouped into four regions, comprising of Eastern, Central, Western, and Coastal regions based on how families travel to access kindergarten. The demand data shows that there are 19-21 unmet demand in Coastal region based on South Gippsland Shire Council's estimates.

Supply and demand breakdown

Eastern Region

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten (3 & 4 year olds)	110	108	107	106	106	105	104	106	107	108	109	109	109	109
SG Kindergarent supply - assuming 30hrs from 2027	216	216	216	216	162	162	162	162	162	162	162	162	162	162
Unmet demand based on SG supply data	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Central Region

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2032	2032	2032	2032
Demand for kindergarten (3 & 4 year olds)	330	334	337	337	337	337	337	343	345	348	359	364	366	369
SG Kindergarten supply - assuming 30hrs from 2027	458	458	458	458	344	344	344	344	344	344	344	344	344	344
Unmet demand based on SG supply data	0	0	0	0	0	0	0	0	2	5	15	20	23	26

Western Region

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2032	2032	2032	2032
Demand for kindergarten (3 & 4 year olds)	265	268	272	277	281	286	290	299	304	308	318	323	326	328
SG Kindergarent supply - assuming 30hrs from 2027	274	274	274	274	206	206	206	206	206	206	206	206	206	206
Unmet demand based on SG supply data	0	0	0	3	76	80	85	94	98	103	113	118	120	123

Coastal Region

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Demand for kindergarten (3 & 4 year olds)	19	19	19	19	20	20	20	20	20	20	21	21	21	21
SG Kindergarten supply - assuming 30hrs from 2027	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Unmet demand based on SG supply data	19	19	19	19	20	20	20	20	20	20	21	21	21	21



6.2 Future State: Workforce Demand

Workforce supply and staffing requirements for the roll out of Best Start Best Life reforms in South Gippsland

Providers	Total Staff	Total Trainee staff	Total Cert 3 qualified staff	Total Diploma qualified staff	Total Bachelor/Master qualified staff	Total Unfilled Vacancies	Total Trainee staff – unfilled vacancy	Cert 3 staff - unfilled vacancy	Diploma staff - unfilled vacancy	ECT staff - unfilled vacancy	2029 Staffing Requirements		
											Min Bachelor Staff Required	Min Diploma Staff Required.	Min Cert III staff required.
Allora Kindergarten	6		1	3	2						1	1	2
Brown Street (Nurture One) – LDC											1	1	2
Hassett Street Kindergarten	3		1	1	1						1	1	2
Karmai Community Children’s Centre – Kinder & LDC	38	2	8	23	2	5	1		5	0	2	5	7
Leongatha Children’s Centre – kinder	7	1	0	3	3						2	3	5
Leongatha Children’s Centre - LDC	13	2	2	9	1	2	0	1	1	0			
Leongatha Early Learning Centre - kinder	3	0	0	0	3	4	0	2	2	0			
Leongatha Early Learning Centre - LDC	11	2	1	7	0	7	2	2	2	1			
Loch and District Kindergarten	8		3	2	3						1	2	3
Meeniyah Kindergarten	8		1	4	2						1	2	3
Mirboo North Kindergarten YMCA	0	1	0	2	2	0	0	0	0	0	0	0	0
Mirboo North LDC YMCA	10	1	2	7	0	4	0	2	2	0	1	2	3
Poowong Kindergarten Uniting	2		1		1						1	1	2
Fish Creek Kindergarten	3			2	1						1	1	2
Prom Coast Centre for Children - LDC	17	6	6	3	2				4				
Foster Early Learning (Kindergarten and LDC)		1	2	1	2				2		1	2	3
Toora Kindergarten	2			1	1						1	0	1
Welshpool Kindergarten	3		1	1	1						1	1	2

Note: Workforce data for Brown Street (Nurture One) and Chairo Christian School was not available

Note: Minimum number of staff required per day



6.3 Future State: Staffing Model Assumptions & Limitations

Assumptions and limitations addressing the model's reliance on assumed class sizes and staff ratios, while noting the influence of potential demographic and policy changes on staffing projections

Primary Assumptions:

- Class Size: All rooms are assumed to support a minimum of 11 children in accordance with staff-to-child ratio mandates.
- Service Types: Distinguish between long day care (37.5-hour workweek) and sessional kinder (20-hour workweek).
- Policy Shifts: A pivotal change to a 30-hour kindergarten week for 4-year-olds is anticipated to commence in 2027 in South Gippsland.
- Infrastructure: Current room availability can accommodate the current staffing ratios of 1:11

Model Limitations:

- Demographic Fluctuations: Assumes linear population growth, potentially overlooking migration patterns, birth rates, and economic factors that could affect enrolment.
- Uniform Attendance: Projects full attendance based on enrolment, potentially misrepresenting actual daily attendance variations and its impact on staffing.
- Regulatory Changes: Any unforeseen changes in regulation that might affect staff-to-child ratios are not accounted for.

Addressing Model Limitations:

- Regular Updates: Incorporate new data and policy changes to maintain model accuracy.
- Demographic Sensitivity: Introduce sensitivity analysis to cater to various demographic scenarios.
- Regulatory Monitoring: Stay abreast of policy changes to adjust the model accordingly.

Background data
 Assumption: room sizes can accommodate whole classes of at least 11 children (staffing ratios)
 Dependant on infrastructure and number of rooms available

Staff-to-Child Ra	Full-Time Workweek (FTE) Hr	Service Type (Long Daycare/Sessional)	Service Hrs for 3-year-old	Service Hrs for 4-year-old (Futur	Service Hrs for 4-year-old (Current
11	37.5	Long Daycare	15	30	15
11	20	Sessional	15	30	15
11	37.5	Long Daycare	15	30	15
11	20	Sessional	15	30	15



6.3 Future State: Staffing Model Results - Provider

Current and projected Full-Time Equivalent (FTE) staffing requirements for individual providers in South Gippsland region, reflecting operational needs and future staffing needs at a provider level.

Locations	2024 Current						2029 Forecast					
	Total Enrolment	Total Staff Headcount	Minimum Staff Required Per Day	Minimum Number of Cert III qualified	Minimum Number of Diploma qualified	Minimum Number of Bachelor qualified	Total Enrolment	Minimum Staff Required Per Day	Minimum Number of Cert III qualified	Minimum Number of Diploma qualified	Minimum Number of Bachelor qualified	
Leongatha Children's Centre Inc	80	20	8	4	2	2	83	10	5	3	2	
Allora Kindergarten	40	6	4	2	1	1	42	4	2	1	1	
Hassett Street Kindergarten	24	3	4	2	1	1	25	4	2	1	1	
Chairo Christian School	11	-	2	1	0	1	11	2	1	0	1	
Mirboo North Kindergarten YMCA	54	10	6	3	2	1	56	6	3	2	1	
Meeniyan Kindergarten	52	8	6	3	2	1	54	6	3	2	1	
Loch and District Kindergarten	47	8	6	3	2	1	48	6	3	2	1	
Fish Creek Kindergarten	26	3	4	2	1	1	27	4	2	1	1	
Foster Early Learning Centre	35	6	4	2	1	1	36	6	3	2	1	
Toora Kindergarten	15	2	2	1	0	1	16	2	1	0	1	
Welshpool Kindergarten	20	4	4	2	1	1	21	4	2	1	1	
Karmai Community Children's Centre	131	38	14	7	5	2	136	14	7	5	2	
Poowong Kindergarten Uniting	23	2	4	2	1	1	24	4	2	1	1	
Brown Street (Nurture One)	23	-	4	2	1	1	24	4	2	1	1	
Total	581	110	70	34	18	16	604	76	35	19	16	

Based on current population projections, there is minimal new staff that needs to be attracted to the sector, therefore, ECE providers should have an equal focus on retention and attraction strategies, including reviewing staffing ratios and improving the casual pool.



6.3 Future State: Staffing Model Results - Provider

Current and projected Full-Time Equivalent (FTE) staffing requirements for individual providers in South Gippsland region, reflecting operational needs and future staffing needs at a provider level.

Provider	15 hour 4-Year-Old Kinder 15 Hour 3-Year-Old Kinder			30 hour 4-Year-Old Kinder 15 Hour 3-Year-Old Kinder			2024 – 2029 Additional FTE Requirement
	2024 FTE Required	2025 FTE Required	2026 FTE Required	2027 FTE Required	2028 FTE Required	2029 FTE Required	
Leongatha Children's Centre	3.2	3.6	3.6	5.2	5.2	5.2	+2
Allora Kindergarten	1.6	1.6	1.6	2.4	2.4	2.4	+0.8
Hassett St Kindergarten	1.2	1.6	1.6	2.4	2.4	2.4	+1.2
Chairo Christian School	0.8	0.8	0.8	1.2	1.2	1.2	+0.4
Mirboo North YMCA	2.4	2.4	2.4	3.6	3.6	3.6	+1.2
Meenyan Kindergarten	2.4	2.4	2.4	3.6	3.6	3.6	+1.2
Loch and District Kindergarten	2.0	2.0	2.0	3.2	3.2	3.2	+1.2
Fish Creek Kindergarten	1.6	1.6	1.6	2.4	2.4	2.4	+0.8
Foster Prom Coast Centres for Children	1.6	2.0	2.0	2.8	2.8	2.8	+1.2
Toora Kindergarten	0.8	0.8	0.8	1.2	1.2	1.2	+0.4
Welshpool Kindergarten	1.2	1.2	1.2	2.0	2.0	2.0	+0.8
Karmai Community Children's Centre	4.8	5.2	5.2	8.0	8.0	8.0	+3.2
Poowong Kindergarten Uniting	1.2	1.2	1.2	2.0	2.0	2.0	+0.8
Brown Street (Nurture One)	1.6	1.6	1.6	2.4	2.4	2.4	+0.8
Total	26.8	28	28	42.4	42.4	42.4	+16



6.3 Future State: Staffing Model Results - Region

Aggregate view of staffing demands, combining regional data to depict a broader perspective of current and future FTE needs, aligning with demographic shifts and policy implications.

Service Hours	Year	Eastern Region			Western Region			Central Region			Coastal Region			Total		
		Projected 3y/o Enrolment	Projected 4y/o Enrolment	Total FTE required	Projected 3y/o Enrolment	Projected 4y/o Enrolment	Total FTE required	Projected 3y/o Enrolment	Projected 4y/o Enrolment	Total FTE required	Projected 3y/o Enrolment	Projected 4y/o Enrolment	Total FTE required	Projected 3y/o Enrolment	Projected 4y/o Enrolment	Total FTE required
15 hour 3-year-old 15 hour 4-year-old	2024	54	55	4.0	134	135	10.4	176	177	13.2	10	9	0.8	374	376	28.4
	2025	53	54	4.0	136	139	10.4	178	178	13.6	10	9	0.8	377	380	28.8
	2026	54	54	4.0	139	139	10.4	178	178	13.6	10	9	0.8	380	380	28.8
15 hour 3-year-old 30 hour 4-year-old	2027	53	54	6.0	142	142	15.6	178	179	20.4	10	10	1.2	383	385	43.2
	2028	52	52	6.0	145	145	16.8	179	179	20.4	10	10	1.2	386	386	44.4
	2029	54	54	6.0	149	145	16.8	181	181	20.4	10	10	1.2	394	390	44.4
	2024 - 2029 Additional FTE Requirement	+2			+6.4			+7.2			+0.4			+16		

This table provides an aggregated regional overview of staffing requirements, detailing Full-Time Equivalent (FTE) projections from 2024 to 2029 for early childhood education in the Eastern, Western, Central and Coastal Regions of South Gippsland. The regional data illustrates a progressive increase in FTE needs, coinciding with anticipated growth in the population of 3 and 4-year-olds. In Eastern region, the FTE requirement is expected to increase by 2 over the period, while Western and Central region anticipate a rise of 6.4 and 7.2 FTE respectively. However, there are only 0.4 FTE increase predicted for the Coastal region. Collectively, the total regional FTE demand is projected to grow by 16, indicating a need for strategic scaling of the workforce to accommodate demographic shifts and the extension of 4-year-old kinder service hours to 30 hours weekly by 2027.

6.4 Future State: Benchmarking Methodology

One-on-one consultations with other Local Governments were undertaken to document different approaches for ECE and its workforce

Consultations with other Local Governments were conducted to document different approaches for Early Childhood Education (ECE) and identify successful workforce strategies and initiatives that are implemented in regional Victoria. It has been recognised that **there's no universal "best" solution**, but rather a context-specific approach to adapting insights for each region.

Benchmarking analysis involved one-on-one consultations with;

- Bass Coast Shire Council
- Alpine Shire Council
- Latrobe City Council
- Murrindindi Shire Council
- City of Wodonga
- Rural City of Wangaratta
- Golden Plains Shire Council
- Baw Baw Shire Council

To facilitate the benchmarking analysis, a comprehensive interview guide and key questions were strategically designed to encompass a wide range of essential elements critical to the benchmarking analysis based on the NMC Workforce Framework. Both quantitative (i.e., follow up request) and qualitative data (i.e., consultations) were analysed to provide better understanding of regional profile, demographic profile, local unique context, housing situation, and ECE needs.





6.5 Future State: Benchmarking Findings

Benchmarking analysis findings



Benchmarking Elements	Alpine Shire Council	Bass Coast Shire Council	Latrobe City Council	Rural City of Wangaratta
Does Council provide early years services?	Not a direct provider	Not a direct service provider	Direct service provider	Direct service provider
What's the Council's role in early year?	<ul style="list-style-type: none"> Infrastructure Central Registration 	<ul style="list-style-type: none"> Infrastructure Central Registration 	<ul style="list-style-type: none"> MCH Early Learning Centres Kindergarten & Preschool Central Registration 	<ul style="list-style-type: none"> MCH Early Learning Centres Kindergarten & Preschool
Does Council offer a Central Registration System?	Yes	Yes	Yes	No
What is the total number of ECE providers in the municipality?	4 providers – 7 locations	20-25	34	
What is the Council's provision of infrastructure for early years?	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	
Service Vacancies Status	Over 100		Doesn't have waitlist for both kindergarten and long day care programs	100 waitlist for the long day care 100 waitlist for the family day care
If Council is a direct provider, what is the size of early years workforce?	NA	NA	59.6 FTE	
If Council is a direct provider, how many facilities or locations does Council run?	NA	NA	25 kindergartens 3 day care centres	
Does Council have any educational collaborations and partnerships?	NA	NA	Federation University & TAFE Gippsland	
What are the existing workforce attraction strategies and programs?	Advocacy and coordination for the ECE providers	Advocacy and support for the ECE providers Joint communication Collaboration with the Department of Education	Recruitment all year around Training and career development opportunities Flexible rostering Job rotation Working Towards Program	Short-term incentive (\$1000 sign on bonus + \$500 for referrals)



6.5 Future State: Benchmarking Findings

Benchmarking analysis findings



Benchmarking Elements	Golden Plains Shire	Baw Baw Shire Council	City of Wodonga	Murrindindi Shire Council
Does Council provide early years services?	Direct service provider	Not a direct service provider	Direct Service provider	Not a direct service provider
What's the Council's role in early year?	<ul style="list-style-type: none"> MCH Long Day Care Occasional Childcare Family Day Care Kindergarten Cluster Management 	<ul style="list-style-type: none"> MCH Infrastructure Central Enrolment 	<ul style="list-style-type: none"> Infrastructure MCH Kindergarten 	<ul style="list-style-type: none"> Infrastructure MCH Central Enrolment
Does Council offer Central Enrolment System?	Yes	Yes	Yes, only for council kindergarten services	No
What is the total number of ECE providers in the municipality?	7	11 facilities 22-26 family day care	18 kindergarten providers 6 Kindergartens – Council Run 2 x additional Stand-alone kindergartens (not Council run) 10 kindergartens in long day care services	8
What is the Council's provision of infrastructure for early years?	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance 	<ul style="list-style-type: none"> Lease Council owned buildings Maintenance
Service Vacancies Status	Do currently have a waitlist for kindergarten programs	Not Specified	Do currently have a waitlist for kindergarten programs	Doesn't have waitlist for kindergarten programs
If Council is a direct provider, what is the size of early years workforce?		NA	25 Early Childhood Teachers 21 Early Childhood Educators Team Leader (1 EFT); Admin Support (1.8EFT)	NA
If Council is a direct provider, how many facilities or locations does Council run?		NA	6 Council-run kindergarten services 6 Council owned kindergarten sites 1 x site owned by DET run by Council	NA
Does Council have any educational collaborations and partnerships?		TAFE Gippsland , Federation University	La Trobe University, Wodonga TAFE	NA
What are the existing workforce attraction strategies and programs?		Build partnership model for the ECE providers	Training and upskilling opportunities Flexible hours (only sessional kindergarten program)	



6.6 Future State: Case Studies

Case studies



Case Study: Workforce Recruitment

The Latrobe City Council, as a service provider implements a clearly outlined recruitment strategy centered on a "grow your own" approach. This strategy targets various demographic, including individuals returning to work after parenthood, school leavers, and those undergoing a career change.

In a similar vein, the Rural City of Wangaratta, another service provider has fostered a robust partnership with local TAFE providers. This collaboration has resulted in the recruitment of new seven staff members this year.

The Rural City of Wangaratta extends opportunity by offering an annual traineeship to school leavers who have completed year 10.



Case Study: Workforce Attraction

The Latrobe City Council and City of Wodonga, both service providers prioritise their Employee Value Proposition (EVP) to effectively attract and retain staff. Their EVPs include:

- **Site rotations:** Both Councils recognise the importance of providing employees with diverse experiences through site rotations.
- **Staffing ratios:** Ensuring optimal staffing ratios is a key aspect of their EVPs.
- **Career advancement:** The Councils actively promote upskilling opportunities for staff (i.e., Cert 3 to Diploma, Diploma to Bachelor)

As a result of their focused EVPs, both Councils achieved a success in talent acquisition, with zero vacancies.

Latrobe City Council adopted a year-round recruitment approach to ensure continuous pipeline of talent and positions the Council as an employer of choice within the region.



6.7 Future State: Workforce Goals

The resultant workforce goals for the future state of Early Childhood Education (ECE) in South Gippsland region

Purpose

A comprehensive future state analysis was undertaken to identify workforce goals to address and mitigate existing workforce challenges for the future state of the Early Childhood Education (ECE) in the South Gippsland region.

The evaluation of the future state goals enables the key stakeholders to prioritise actions and activities that are pivotal in reaching future state in line with the fast-changing demands of the ECE workforce and thereby, supporting service providers in the region.



Workforce Goals

	Quality Work Environment	Establish guidelines and support systems for Early Childhood Education providers to improve work environment quality
	Localised Training Initiatives	Establish and sustain a localised training model in partnership with local education institutions for ECE providers in the region
	Coordinated Recruitment and Workforce Development	Implement a coordinated approach to recruitment and workforce development for ECE in the region
	Council-Driven Advocacy and Partnerships	Cultivate collaboration and partnerships with neighbouring Councils, State Government and Training Organisations to collectively advocate for the needs of ECE providers.



6.8 Future State: Workforce Strategies

The resultant workforce strategies and actions for the future state of the ECE in the South Gippsland region against the six key elements

Methodology

A comprehensive future state analysis was undertaken to identify workforce strategies and actions for the future state of the Early Childhood Education (ECE) in the South Gippsland Shire region.

The future state actions utilise the six key elements that consist of Description, Responsibility, Effort, Funding, Risk, and Mitigation. By evaluating the workforce actions against the six key elements of the methodology, the ECE workforce goals are defined in each layer by service providers and key stakeholders within region during the design-thinking workshop and one-on-one discussions.

The proposed workforce development actions are presented with a high-level assessment of impact and effort. Three categories have been used in relation to implementation effort:

- **Low effort:** implementable in the next 6-12 months;
- **Medium effort:** implementable in the next 2-3 years;
- **High effort:** implementable in 3+ years



Key Elements

- Activity** – a detailed summary of each strategic action and activity required
- Responsibility** – an ownership and accountability of each strategic action to perform the requirements of the implementation
- Effort** – amount of work or resources expended to accomplish an action
- Risk** – an uncertainty about the effects and implications of each strategic action with respect to Workforce Plan
- Funding** – funding opportunities identified to help implement the activities
- Mitigation** – actions and strategies to take to reduce or minimise the negative impact or severity of risk



6.8.1 Future State: Workforce Strategy 1

The resultant workforce strategies and actions for the future state

Strategy 1: Council advocacy across several initiatives in collaboration with an ECE consultative group.

PRIORITY AREA(S)

Action 1: Form a consultative group to inform advocacy direction

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> ECE providers to form consultative group to inform on advocacy direction. 	L	ECE providers/Council	No additional funding required
<ul style="list-style-type: none"> Review and monitor the consultative group and its governance 	M	ECE consultative group	

Risk

- Without effective communication channels, there's a risk of fragmented information dissemination among ECE providers.
- Difficulty in engaging ECE providers to actively participate in the consultative group.

Mitigation

- Develop a clear communication strategy that includes regular updates, meetings, and accessible platforms for discussion.
- Implement engagement initiatives such as workshops, surveys, and incentives to encourage participation.

Goals

Action 2: Advocate for more suitable ECE centre buildings

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Develop a proposal outlining the specifications and benefits of facilities with flexible space arrangements for current and future ECE infrastructure needs. 	H	ECE consultative group	No additional funding required
<ul style="list-style-type: none"> Collaborate with the Victorian School Building Authority (VSBA) to advocate for improved building facilitates where current facilities are aging and no longer fit for purpose. 	H	ECE consultative group/Council	

Risk

- There is a risk that the VSBA's current policies and budgets may not accommodate the changes being advocated for.
- Resistance may be encountered due to the cost implications of larger, more versatile building designs.

Mitigation

- Case studies demonstrating the success and benefits of versatile ECE spaces could be showcased to strengthen the advocacy efforts.
- Engage with community leaders, local businesses and parents to generate grassroots support for the advocacy efforts.

Success Metrics

- Attendance
- Participation
- Improvement in recruitment, & retention rates
- Advocacy to the Government



6.8.1 Future State: Workforce Strategy 1

The resultant workforce strategies and actions for the future state



Strategy 1: Council advocacy across several initiatives in collaboration with an ECE consultative group.

PRIORITY AREA(S)



Action 3: Advocate for the development of affordable housing

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Provide internal advocacy to the Council's Strategic Planning and Statutory Planning Departments to ensure ECE sector impacts are considered in the existing "Social and Affordable Housing Strategy" 	H	<ul style="list-style-type: none"> Children & Family Services Department Community Strengthening Team 	No additional funding required

Risk

- Strategic and Statutory Planning Departments may not be fully aware of the economic impact of the ECE sector
- ECE sector needs may not be given priority amidst competing interests and priorities within the Council's strategic planning initiatives

Mitigation

- Educate relevant Departments and team members about the importance of considering ECE impact
- Foster collaboration and consistent communication with relevant Departments
- Advocate for inclusion through formal channels

Goals



Success Metrics

- Attendance
- Participation rate
- Improvement in recruitment, & retention rates
- Advocacy to the Government
- Internal advocacy and collaboration with other Departments

Action 4: Advocate for South Gippsland DAMA agreement inclusion

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Develop a comprehensive case demonstrating the ECE workforce needs in the South Gippsland and the benefits of being part of DAMA. 	H	ECE consultative group	No additional funding required
<ul style="list-style-type: none"> Facilitate discussions with Department of Home Affairs to include South Gippsland in the DAMA region. 	L	Council/ Economic Development Department	-

Risk

- The process for inclusion in DAMA may be lengthy and complex, with no guarantee of acceptance.
- There might be resistance from federal authorities due to existing policies or priorities.

Mitigation

- Local training and incentives for domestic ECE workers.
- Identify and engage with other regions successfully included in DAMA to understand their strategies and adapt them to the South Gippsland Shire's context.



6.8.2 Future State: Workforce Strategy 2

The resultant workforce strategies and actions for the future state

Strategy 2: Council partnerships with government bodies and education providers to create new opportunities and share resources.

PRIORITY AREA(S)

Action 1: Partnerships with other LGAs and Government Bodies

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Form a partnership with other LGAs (i.e., Baw Baw Shire Council, Latrobe City Council, Bass Coast Shire Council) to provide region wide advocacy for the needs of ECE providers. 	M	Council	
<ul style="list-style-type: none"> Collaborate with other LGAs to share resources in the early years sector 	M	Council/ECE Providers	No additional funding required
<ul style="list-style-type: none"> Collaborate with other LGAs and Department of Education to utilise existing job boards to streamline the recruitment process for ECE workforce 	H	Department of Education	

Risk

- Certain Councils may have limited resources to share due to budget constraints or competing priorities.
- Certain Councils may not want to participate in sharing resources.
- Cross-council partnerships could be logistically complex to organise.

Mitigation

- Rules and regulations between councils to be agreed upon ensuring realistic expectations for shared resources.
- Clearly outline the benefits to community and influence on region wide outcomes achieved by participating in sharing resources.
- Appoint a representative from each council involved to simplify communication channels.

Goals

Action 2: Partnerships with local education providers

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Formalise partnership agreements with local educational institutions, such as Fed University, Chisholm Institute for work placements, centralised mentoring, professional development strategies. 	M	Council/education institutions/ECE providers	
<ul style="list-style-type: none"> Customise successful training models that exist between education providers and ECE providers to align with local context for the partnership. 	M	Council/education institutions/ECE providers	Additional funding required
<ul style="list-style-type: none"> Council to facilitate workshops/in person catch-ups. 	M	Council/ECE providers	

Risk

- Misalignment between educational curricula and hands-on ECE skills needed creates trainee readiness gap.
- Trainee surplus or shortage leads to logistical challenges for ECE centres and educational institutions.
- Variable training and mentorship quality at ECE centres affects traineeship consistency.

Mitigation

- Collaborate on curriculum reviews between ECE and training providers for to ensure alignment with the needs of the sector and region.
- Maintain flexible schedules for trainees to rotate through providers, providing diverse training while meeting seasonal and regional demands.
- Standardise ECE mentorship programs with regular training.

Success Metrics

Increasing attendance

High participation

Formalised partnerships

Formalised feedback



6.8.3 Future State: Workforce Strategy 3

The resultant workforce strategies and actions for the future state

Strategy 3: Workforce attraction, recruitment and retention initiatives.

PRIORITY AREA(S)

Action 1: Develop and promote ECE staff benefits and perks

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Establish and promote a distinctive Employee Benefits Proposition including offerings such as optimised staff-child ratios, fostering an environment that supports both work-life balance and professional development. 	M	Council/ECE providers	Additional funding required
<ul style="list-style-type: none"> Enrich job satisfaction through services offering best practice and continuous professional development opportunities. 	M	ECE providers	

Risk

- Risks include capital requirements, human capital, project length, and continuous marketing to attract partners.
- Strong reliance on industry partners poses a risk of insufficient registrations, potentially impacting the membership system's feasibility.

Mitigation

- Leverage existing regional networks for resources and knowledge to reduce costs.
- Create a compelling employee benefits proposition outlining membership benefits to drive registration.
- Introduce a tiered partnership model encouraging initial uptake and supporting scalability.
- Set clear metrics and regular reviews for system effectiveness.

Goals

Action 2: Coordinate regional and ECE specific marketing campaign

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Create a marketing video or content utilising staff testimonials to advertise the South Gippsland region as a lifestyle destination to attract workers from overseas, interstate and other areas of regional Victoria. 	L	Council/ECE providers	Additional funding required
<ul style="list-style-type: none"> Refer to Bairnsdale Regional Health marketing videos using staff testimonials to attract and recruit staff outside the region. 	L	Council/ECE providers	
<ul style="list-style-type: none"> Collaborate with ECE specialists to utilise their marketing strategies and services region-wide. 	M	Council/SMEs	

Risk

- Housing remains a significant challenge for new employees relocating from overseas, interstate and other areas of regional Victoria attracted to the lifestyle aspect of the region.
- This could have a negative impact on workforce retention for the visitor economy in the South Gippsland region.

Mitigation

- The Council can work with ECE providers to encourage and facilitate more flexible working patterns and support services like childcare for workers' families, which could make the positions more attractive.

Success Metrics

Advocacy to the providers & Government

Improved collaboration

Improvement in recruitment, & retention rates



6.8.3 Future State: Workforce Strategy 3

The resultant workforce strategies and actions for the future state



Strategy 3: Workforce attraction, recruitment and retention initiatives.

PRIORITY AREA(S)



Action 3: Provide formal training on fundamental recruitment methods

Activity	Effort	Responsibility	Funding
<ul style="list-style-type: none"> Develop a recruitment flowchart outlining the end-to-end steps involved in recruiting ECE providers. 	L	Council	Additional funding required
<ul style="list-style-type: none"> Council to facilitate workshops/in-person catch-ups with local ECE providers (specifically managers) to provide latest training on latest recruitment practices. 	M	Council	
<ul style="list-style-type: none"> Invite guest speakers for networking workshops/Q&A. 	L	Council/ECE Providers	Additional funding required
<ul style="list-style-type: none"> Partner with neighbouring councils to achieve a benchmark standard for recruitment methods. 	M	Council	

Risk

- Staff may be resistant to making changes to existing procedures as implementation of new processes takes time.
- Some elements of general recruitment practices may not be relevant to the specific ECE centres.
- Not enough attendees at workshop sessions.

Mitigation

- Present case studies from regional areas where new practices have been successful.
- Ensure ECE providers understand how to adapt these practices to their specific needs.
- Establish clear metrics and regular review checkpoints to assess the membership system's effectiveness and adjust as needed to maintain its feasibility.
- Council to run marketing campaign to promote training workshops to ensure there is a high level of awareness amongst ECE providers.

Goals



Success Metrics

- Improved collaboration
- Formalised partnerships
- Improvement in recruitment, & retention rates
- Advocacy to the Government



6.8.3 Future State: Workforce Strategy 3

The resultant workforce strategies and actions for the future state

Strategy 3: Workforce attraction, recruitment and retention initiatives.

PRIORITY AREA(S)

Activity	Effort	Responsibility	Funding	Risk	Mitigation
<ul style="list-style-type: none"> Develop and implement a mentoring program within the ECE community to provide support and guidance for professional growth 	M	Council/ECE Providers		<ul style="list-style-type: none"> Limited participation from attendees due to competing priorities or lack of awareness Ensuring the quality and effectiveness may be challenging, if mentors lack experience or expertise Limited resources, including time and funding, could restrict the scope and effectiveness of the activities 	<ul style="list-style-type: none"> Conduct targeted promotional campaigns to raise awareness Provide comprehensive training and support for mentors Collaborate with local educational institutions, industry organisations and other government bodies (i.e., Department of Education) to leverage resources and expertise Continuously evaluate the effectiveness through participant feedback
<ul style="list-style-type: none"> Organise local workshops, training sessions, and seminars to enhance skills and knowledge among professionals in the ECE sector 	H	Council/ECE Providers			
<ul style="list-style-type: none"> Foster networking opportunities for professionals to connect and exchange insights on best practices, program planning, and innovative approaches 	L	Council/ECE Providers	Additional funding required		
<ul style="list-style-type: none"> Collaborate with local educational institutions and industry experts to facilitate mentorship and professional development initiatives tailored to the needs of the South Gippsland community 	M	Council/Local Education Institutions			

Goals

Success Metrics

- Improved collaboration
- Formalised partnerships
- Improvement in recruitment, & retention rates
- Advocacy to the Government
- Localised mentoring

6.9 Future State: Workforce Strategies Summary










The future state analysis of workforce strategies and actions mapped against the NMC's Workforce Framework elements

Workforce Strategy and Actions		NMC's Workforce Framework					
		Attraction	Recruitment	Retention	Skills & Training	Migration	Housing
1.	<p>Council advocacy across several initiatives in collaboration with an ECE consultative group.</p> <ol style="list-style-type: none"> Advocate for more suitable ECE centre buildings Advocate for South Gippsland DAMA agreement inclusion Advocate for the development of affordable housing 						
2.	<p>Council partnerships with government bodies and education providers to create new opportunities and share resources.</p> <ol style="list-style-type: none"> Partnerships with other LGAs and Government Bodies Partnerships with local education providers 						
3.	<p>Workforce attraction, recruitment and retention initiatives.</p> <ol style="list-style-type: none"> Develop and promote ECE staff benefits and perks Coordinate regional and ECE specific marketing campaigns Provide formal training on fundamental recruitment methods Offer local mentoring and professional development 						



6.9 Future State: Workforce Strategies Summary (contd.)

The future state analysis of workforce strategies and actions mapped against the workforce goals

Workforce Strategy and Actions		Workforce Goals			
		Quality Work Environment	Localised Training Initiatives	Coordinated Recruitment and Workforce Development	Council Driven Advocacy and Partnerships
1.	<p>Council advocacy across several initiatives in collaboration with an ECE consultative group.</p> <ol style="list-style-type: none"> 1. Advocate for more suitable ECE centre buildings 2. Advocate for South Gippsland DAMA agreement inclusion 3. Advocate for the development of affordable housing 				
2.	<p>Council partnerships with government bodies and education providers to create new opportunities and share resources.</p> <ol style="list-style-type: none"> 1. Partnerships with other LGAs and Government Bodies 2. Partnerships with local education providers 				
3.	<p>Workforce attraction, recruitment and retention initiatives.</p> <ol style="list-style-type: none"> 1. Develop and promote ECE staff benefits and perks 2. Coordinate regional and ECE specific marketing campaign 3. Provide formal training on fundamental recruitment methods 4. Offer local mentoring and professional development 				



6.10 Future State: Monitor & Evaluate

Guided by the NMC's Implementation Matrix, South Gippsland Shire Council can strategically prioritise initiatives, mitigate risks through proactive measures and utilise data and dashboards for comprehensive review and evaluation of workforce strategy outcomes

Monitor & Evaluate

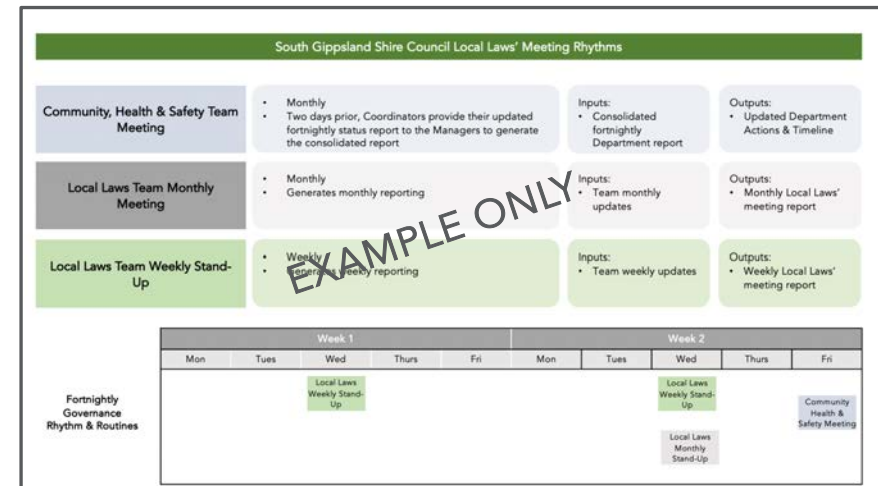
Monitoring and evaluating proposed workforce strategies for the early years sector in the South Gippsland region is crucial to ensure their success and effectiveness. A robust monitoring and evaluation framework involves a clear governance rhythm, continuous assessment of key performance indicators (KPIs) and the collection of relevant data to gauge the impact of implemented strategies.

Through a clear delineation of effort and impact for each strategy, the Council will be well-equipped to prioritise initiatives based on the effort and funding opportunities.

NMC have identified individual risks associated with each workforce strategy, such as potential resistance to change or resource constraints. To mitigate these risks, NMC have incorporated proactive measures including effective communication, stakeholder engagement, and the identification of adequate resources and support tailored to each workforce strategy.

Utilising data and dashboards, the Council will be able to review, monitor and exercise control over the outcomes of the proposed workforce strategies **annually**.

Example Communications Rhythm



Example Dashboard & Report



Appendix



Appendix A: Survey Results



What is the name of your organisation?	In which region/township does your organisation primarily operate?	What type of services does your organisation provide? (select all that apply)	Does your organisation deliver 'Bush Kinder'?	How many facilities or location does your organisation currently manage?	What is the current capacity of your organisation? (i.e., license number)	What is the current waitlist for all the services provided by your organisation?	How many staff does your organisation employ? (including permanent FTE, and casual)	What is the average age of your employees?	What is the gender ratio in your organisation?	How long on average do your employees stay within the organisation?	What is the average distance of your employees' residence to the organisation?	Do you have any current vacancies to be filled?	What is the total number of new hires at your organisation (in the last 12 months)?	Have any of your new talent relocated for their role at your organisation?
Uniting	Poowong	Kindergarten	No	1	30	0	Less than 10	56-65 years	Significantly more females than males	10+ years	5-20 km	0	Less than 5	No
Prom Coast Centres for Children Inc	Others	Kindergarten Long Day Care	No	5 or more	28	0	30-50	46-55 years	Significantly more females than males	5-9 years	21-40 km	3 - 5	Less than 5	No
YMCA	Mirboo North	Kindergarten Long Day Care Outside School Hours Care	No	1	28 + 22 kinder	Long daycare yes	10-30	36-45 years	Significantly more females than males	5-9 years	5-20 km	3 - 5	5-15	No
Loch and District Preschool	Loch	Kindergarten	Yes	1	30	2	Less than 10	36-45 years	Significantly more females than males	10+ years	5-20 km	0	Less than 5	No
Leongatha Community Pre-School	Leongatha	Kindergarten	No	2	Hassett - 30, Allora - 27	no	10-30	46-55 years	Significantly more females than males	5-9 years	5-20 km	0	Less than 5	No
Meeniyah Kindergarten	Meeniyah	Kindergarten	No	1	27 license for each age group, offered 22	possibility for next year	Less than 10	46-55 years	Significantly more females than males	10+ years	5-20 km	1 - 2	Less than 5	No
Chairo Kinder Leongatha	Leongatha	Kindergarten	No	4	22	0	Less than 10	56-65 years	Significantly more females than males	10+ years	41-60 km	0	Less than 5	No
Leongatha Children's Centre	Leongatha	Kindergarten Long Day Care Outside School Hours Care	No	2	95 for main location, 120 for other location	275 for the waitlist (including children who already are placed/pregnant)	30-50	26-35 years	Significantly more females than males	10+ years	5-20 km	Greater than 10	5-15	Yes
Karmai Learning Centre	Korumburra	Kindergarten Long Day Care Outside School Hours Care Vacation care - school holidays during term break	No	2	120 places a day (main site), kinder - 44,	long day care - waitlist, kindergarten - no waitlist	Over 50	26-35 years	Significantly more females than males	5-9 years	5-20 km	3 - 5	Less than 5	Yes

Appendix A: Survey Results



What is the name of your organisation?	Select options where your new talent has relocated from	Does your organisation re-advertise roles to fill in vacancies?	How many re-advertisements required to fill out an open position(s)?	What level of skills or qualifications have you attracted in the last 12 months?	What level of skills or qualifications is your organisation still experiencing difficulty attracting?	Does your organisation have any sort of engagement or affiliation with education providers through internship/traineeship/apprentice programs?	What education providers does your organisation have a relationship with?	What is the average attrition/turn over rate of staff?	What was the primary reason for staff leaving?	What do you believe your biggest issues are with attracting quality talent?	What initiatives have you implemented to attract workforce at your organisation?	Do you have any specific Programs or Strategies to attract workforce such as?	Describe other Programs or Strategies to attract workforce	Is there anything that we have missed that you like to share with us?
Uniting	No answer selected	No	1-3	Certificate III	Certificate III	Yes	Federation University	Less than 1%	retirement	Travel	Flexible working Relationship with education provider Relocation packages salary package	Traineeship		
Prom Coast Centres for Children Inc	No answer selected	Yes	1-3	Bachelor's Degree	Certificate III Diploma Bachelor's Degree	Yes	Chisholm, ACU, Practice Outcomes	5-10%	Health Family	Remuneration Workload Travel Housing shortage	Flexible working Extra paid leave Higher wages	Traineeship		
YMCA	No answer selected	Yes	4-10	Diploma Placement Hours	Diploma	Yes	Federation University Deakin, Chisholm	2-5%	Trying out another service	Remuneration	Career planning Relationship with education provider	Traineeship		
Loch and District Preschool	No answer selected	No	1-3	Bachelor's Degree	Placement Hours	No	Federation University Victoria University TAFE Gippsland	Less than 1%	Change of careers	None	None	Other	None	
Leongatha Community Pre-School	No answer selected	No	1-3	Certificate III Diploma Placement Hours	Certificate III Diploma	Yes	TAFE Gippsland relationship dropped off for the last 2 years (TAFE preferred long day care and child care due to exposure to bigger age groups)	5-10%	Remuneration Instability	not hiring	responsive to staff needs, flexible arrangements	Return to work program		
Meeniyar Kindergarten	No answer selected	No	1-3	Diploma Placement Hours	Certificate III	Yes	Swinburne	Less than 1%	Retirement	none	Flexible working quality of care	Other	no program	
Chairo Kinder Leongatha	No answer selected	Yes	1-3	Certificate III	Certificate III Diploma	No	None as such it depends who the person chooses to study with	2-5%	Career Progression Travel	Housing shortage Health	Nothing	Other	We work with staff who are studying to support them in their course.	Not sure.
Leongatha Children's Centre	Melbourne	Yes	4-10	Certificate III Diploma Placement Hours	Certificate III Diploma	Yes	TAFE Gippsland	2-5%	Remuneration flexibility	not enough quality applicants	Flexible working Career planning Relationship with education provider Higher wages	Traineeship Other	identify parents who are interested in early years (informal)	
Karmai Learning Centre	Other region outside South Gippsland	No	1-3	Certificate III	Certificate III	Yes	TAFE Gippsland Chisholm, Deakin, Practical Solutions	5-10%	Culture Housing Shortage Family Relocation to outer suburbs of Melb	Travel Housing shortage qualified passionate workforce, couldn't afford house, travel time	Flexible working Career planning Relationship with education provider discounted fee for parents, RDOs, opportunities for growth, EAP service for staff	Traineeship		ongoing relationship with other providers, may lose staff due to recent restructure, resistance to changes, good relationship with high school, participate in career days

Appendix B: ECE Staffing Model Outputs



Background data											Staffing Requirement										
<small>PROVIDER: FULL TIME WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE) WORKWEEK (FTE)</small> Dependent on infrastructure and number of rooms available 30 hour kinder for 4 year olds starts in 2027, until then, it is run at 15 hours																					
Provider	Region	Number of 3-year-olds (currently enrol)	Number of 4-year-olds (currently enrol)	Total LPs	Staff-to-Child Ratio	Full-Time Workweek (FTE)	Service Type (Long Daycare/Sessional)	Service Hrs for 3-year-olds	Service Hrs for 4-year-olds (Full)	Service Hrs for 4-year-olds (Current)	Total Staff Required for 3-year-olds	Staff hours required for 3-year-olds	FTE required for 3-year-olds	Total Staff for 4-year-olds	Staff Hours required for 4-year-olds	FTE required for 4-year-olds	Total FTE Required	Maximum number of staff/day (Maximum Service Size)	Min Bachelor Staff Required	Min Diploma Staff Required	Min Cert III staff required
Leongatha Children's Centre Inc	Central Region	43	36	95	11	25	Long Daycare	15	30	15	4	60	2.4	4	60	2.4	4.8	8	2	2	4
Alora Kindergarten	Central Region	18	21	27	11	15	Sessional Kinder	15	30	15	2	30	2	2	30	2	4	4	1	1	2
Hassett Street Kindergarten	Central Region	10	13	30	11	18	Sessional Kinder	15	30	15	1	15	0.833333333	2	30	1.666666667	2.5	3	1	1	2
Chairo Christian	Central Region	3	7	22	11	15	Sessional Kinder	15	30	15	1	15	1	1	15	1	2	2	1	0	1
Mirboo North Kindergarten YMCA	Central Region	26	27	28	11	18	Long Daycare	15	30	15	3	45	2.5	3	45	2.5	5	6	1	2	3
Meenyan Kindergarten	Central Region	25	26	27	11	18	Sessional Kinder	15	30	15	3	45	2.5	3	45	2.5	5	6	1	2	3
Loch and District Kindergarten	Western Region	17	28	30	11	20	Sessional Kinder	15	30	15	2	30	1.5	3	45	2.25	3.75	5	1	2	3
Fish Creek Kindergarten	Eastern Region - Foster, Fish Creek, Toora, Welshpool	14	12	30	11	18	Sessional Kinder	15	30	15	2.0	30	1.666666667	2	30	1.666666667	3.3	4	1	1	2
Foster Early Learning Centre	Eastern Region - Foster, Fish Creek, Toora, Welshpool	22	13	33	11	30	Long Daycare	15	30	15	2.0	30	1	2	30	1	2.0	4	1	1	2
Toora Kindergarten	Eastern Region - Foster, Fish Creek, Toora, Welshpool	5	10	22	11	18	Sessional Kinder	15	30	15	1.0	15	0.833333333	1	15	0.833333333	1.7	2	1	0	1
Welshpool Kindergarten	Eastern Region - Foster, Fish Creek, Toora, Welshpool	8	12	23	11	18	Sessional Kinder	15	30	15	1.0	15	0.833333333	2	30	1.666666667	2.5	3	1	1	2
Karmai Community Children's Centre	Western Region	61	66	120	11	37.5	Sessional Kinder	15	30	15	6.0	90	2.4	6	90	2.4	4.8	12	2	4	6
Poowong Kindergarten Umling	Western Region	5	17	30	11	18	Sessional Kinder	15	30	15	1.0	15	0.833333333	2	30	1.666666667	2.5	3	1	1	2
Brown Street (Nurture One)	Central Region	11	11	120	11	37.5	Long Daycare	15	30	15	1.0	15	0.4	1	15	0.4	0.8	2	1	0	1
Total		268	299	637							30	450	20.7	34	510	23.95	44.65	64			

Appendix B: ECE Staffing Model Outputs



		15 Hour Kinder for 4 Year Olds																	
		Capacity Projections		2024										2025					
Provider	Maximum (usable)	Total FTE Required at Full Capacity (avg 22.5 hours/week)	3 yo Population annual growth rate p.a.	4 yo Population annual growth rate p.a.	2024 Projected 3yo enrolments	2024 Projected 4yo enrolments	2024 Total FTE required	Maximum number of staff	Min Bachelor Staff Required	Min Diploma Staff Required	Min Cert III staff required	2025 Projected 3yo enrolments	2025 Projected 4yo enrolments	2025 Total FTE required	Maximum number of staff	Min Bachelor Staff Required	Min Diploma Staff Required	Min Cert III staff required	
Leongatha Children's Centre Inc	95	7.772727273	0.77%	0.67%	44	36	3.7	8	2	2	4	44	37	3.6	9	2	3	5	
Allora Kindergarten	27	3.681818182	0.77%	0.67%	19	21	1.6	4	1	1	2	19	21	1.6	4	1	1	2	
Hassett Street Kindergarten	30	3.409090909	0.77%	0.67%	11	13	1.2	3	1	1	2	11	13	1.6	4	1	1	2	
Chairo Christian Mirboo North Kindergarten	22	3	0.77%	0.67%	4	7	0.8	2	1	0	1	4	7	0.8	2	1	0	1	
YMCA Meenyan Kindergarten	28	3.181818182	0.77%	0.67%	27	27	2.4	6	1	2	3	27	27	2.4	6	1	2	3	
Loch and District Kindergarten	27	3.068181818	0.77%	0.67%	26	26	2.4	6	1	2	3	26	26	2.4	6	1	2	3	
Fish Creek Kindergarten	30	3.409090909	-0.30%	-0.60%	14	12	1.6	4	1	1	2	14	12	1.6	4	1	1	2	
Foster Early Learning Centre	33	2.25	-0.30%	-0.60%	22	13	1.6	4	1	1	2	22	13	2.0	5	1	2	3	
Toora Kindergarten	22	2.5	-0.30%	-0.60%	5	10	0.8	2	1	0	1	5	10	0.8	2	1	0	1	
Welshpool Kindergarten	23	2.613636364	-0.30%	-0.60%	8	12	1.2	3	1	1	2	8	12	1.2	3	1	1	2	
Karmal Community Children's Centre	120	6.545454545	2.29%	1.64%	63	68	5.2	13	2	5	7	63	68	5.2	13	2	5	7	
Poowong Kindergarten	30	3.409090909	2.29%	1.64%	6	17	1.2	3	1	1	2	6	18	1.2	3	1	1	2	
Brown Street (Nurture One)	120	6.545454545	0.77%	0.67%	12	11	1.6	4	1	1	2	12	11	1.6	4	1	1	2	
Total	637	54.45454545			279	302.5	26.8	67	16	16	34	281.2	304.8	28	70	16	19	35	

Appendix B: ECE Staffing Model Outputs



Provider	Future Staffing Projections														
	2026							2027							
	2026 Projected 3y/o enrolments	2026 Projected 4y/o population	2026 Total FTE required	Maximum number of staff /day	Min Bachelor Staff Required	Min Diploma Staff Required	Min Cert III staff required	2027 Projected 3y/o enrolments	2027 Projected 4y/o population	2027 Total FTE required	Maximum number of staff/day	Min Bachelor Staff Required	Min Diploma Staff Required	Min Cert III staff required	
Leongatha Children's Centre Inc	45	37	3.6	9	2	3	5	45	37	5.2	9	2	3	5	
Allora Kindergarten	19	21	1.6	4	1	1	2	19	22	2.4	4	1	1	2	
Hassett Street Kindergarten	11	13	1.6	4	1	1	2	11	13	2.4	4	1	1	2	
Chairo Christian	4	7	0.8	2	1	0	1	4	7	1.2	2	1	0	1	
Mirboo North Kindergarten															
YMCA	27	28	2.4	6	1	2	3	28	28	3.6	6	1	2	3	
Meenyan Kindergarten	26	27	2.4	6	1	2	3	27	27	3.6	6	1	2	3	
Loh and District Kindergarten	18	29	2.0	5	1	2	3	18	29	3.2	5	1	2	3	
Fish Creek Kindergarten	14	12	1.6	4	1	1	2	14	12	2.4	4	1	1	2	
Foster Early Learning Centre	22	13	2.0	5	1	2	3	23	13	2.8	5	1	2	3	
Toora Kindergarten	5	10	0.8	2	1	0	1	5	10	1.2	2	1	0	1	
Welshpool Kindergarten	8	12	1.2	3	1	1	2	8	12	2.0	3	1	1	2	
Karmal Community Children's Centre	64	69	5.2	13	2	5	7	64	69	8.0	13	2	5	7	
Poo Wong Kindergarten															
Uniting	6	18	1.2	3	1	1	2	6	18	2.0	3	1	1	2	
Brown Street (Nurture One)	12	11	1.6	4	1	1	2	12	11	2.4	4	1	1	2	
Total	283.3	307.2	28	70	16	19	35	286	310	42	70	16	19	35	

Appendix B: ECE Staffing Model Outputs



Provider	2027							2028							2029						
	2027 Projected 3ylo enrolments	2027 Projected 4ylo population	2027 TotalFTE required	Maximum number of staff/day	Min Bachelor Staff Required	Min Diploma Staff Required.	Min Cert III staff required.	2028 Projected 3ylo enrolments	2028 Projected 4ylo population	2028 TotalFTE required	Maximum number of staff/day	Min Bachelor Staff Required	Min Diploma Staff Required.	Min Cert III staff required.	2029 Projected 3ylo enrolments	2029 Projected 4ylo population	2029 TotalFTE required	Maximum number of staff/day	Min Bachelor Staff Required	Min Diploma Staff Required.	Min Cert III staff required.
Leongatha Children's Centre Inc	45	37	5.2	9	2	3	5	45	37	5.2	9	2	3	5	46	38	5.2	9	2	3	5
Allora Kindergarten	19	22	2.4	4	1	1	2	20	22	2.4	4	1	1	2	20	22	2.4	4	1	1	2
Hassett Street Kindergarten	11	13	2.4	4	1	1	2	11	14	2.4	4	1	1	2	11	14	2.4	4	1	1	2
Chairo Christian	4	7	1.2	2	1	0	1	4	7	1.2	2	1	0	1	4	7	1.2	2	1	0	1
Mirboo North Kindergarten																					
YMCA	28	28	3.6	6	1	2	3	28	28	3.6	6	1	2	3	28	28	3.6	6	1	2	3
Meenjan Kindergarten	27	27	3.6	6	1	2	3	27	27	3.6	6	1	2	3	27	27	3.6	6	1	2	3
Loch and District Kindergarten	18	29	3.2	5	1	2	3	19	30	3.2	5	1	2	3	19	30	3.2	5	1	2	3
Fish Creek Kindergarten	14	12	2.4	4	1	1	2	14	12	2.4	4	1	1	2	15	12	2.4	4	1	1	2
Foster Early Learning Centre	23	13	2.8	5	1	2	3	23	13	2.8	5	1	2	3	23	13	2.8	5	1	2	3
Toora Kindergarten	5	10	1.2	2	1	0	1	5	10	1.2	2	1	0	1	5	10	1.2	2	1	0	1
Welshpool Kindergarten	8	12	2.0	3	1	1	2	8	12	2.0	3	1	1	2	8	12	2.0	3	1	1	2
Karmal Community Children's Centre	64	69	8.0	13	2	5	7	65	70	8.0	13	2	5	7	65	70	8.0	13	2	5	7
Poowong Kindergarten Uniting	6	18	2.0	3	1	1	2	6	18	2.0	3	1	1	2	6	18	2.0	3	1	1	2
Brown Street (Nurture One)	12	11	2.4	4	1	1	2	12	11	2.4	4	1	1	2	12	12	2.4	4	1	1	2
Total	286	310	42	70	16	19	35	288	312	42	70	16	19	35	290	314	42	70	16	19	35

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