

CITY OF PORT PHILLIP

Child Care Centre Buildings: Consultation with Committees of Management

'What was said' report

May 2022

TABLE OF CONTENTS

BACKGROUND	1
SESSION 1 OVERVIEW	2
Purpose.....	2
Agenda.....	2
Session Attendees	2
SESSION 1 OUTPUTS: EILDON ROAD, ST KILDA	3
SHARING THOUGHTS AND CONCERNS	3
QUESTIONS FOR COUNCIL	5
SESSION 1 OUTPUTS: THE AVENUE, BALACLAVA	6
SHARING THOUGHTS AND CONCERNS	6
QUESTIONS FOR COUNCILS	8
SESSION 1 OUTPUTS: TENNYSON STREET, ELWOOD	12
SHARING THOUGHTS AND CONCERNS	12
QUESTIONS FOR COUNCIL	14
SESSION 2	17
Purpose.....	17
Agenda.....	18
Session Attendees	18
SESSION 2 OUTPUTS	19
APPENDIX 1: TENNYSON STREET ELWOOD – COMMITTEE CONCERNS	20
APPENDIX 2: TENNYSON STREET ELWOOD – HAVE YOUR SAY SUBMISSION	27
APPENDIX 3: SESSION 2 OUTPUTS	32
3a – The Avenue, Balaclava	33
3b – Tennyson Street, Elwood	50
3c – Eildon Road, St Kilda	60

BACKGROUND

The City of Port Phillip (the Council) plays a significant role in the provision and support of early childhood education and kindergarten in the City. It is a direct provider of services at five centres and provides buildings, rent-free, to community providers to deliver these services at 12 Council owned premises. There are three centres Council has previously publicly acknowledged have “no capacity to meet future needs without rebuilding”, and council have undertaken recent assessments that found that these buildings no longer meet contemporary standards of disability access, rendering them in breach of discrimination law. These centres are:

- 17 Eildon Road, St Kilda;
- 46 Tennyson Street, Elwood; and
- 39 The Avenue, Balaclava.



Confines of the sites, heritage restrictions and planning controls mean it may be prohibitive to improve buildings in their current location. In addition, some of these buildings are at a life stage and condition where renewal might be cost prohibitive, namely the cost of work required to meet current regulatory standards exceeds their replacement cost, which is not economically viable.

Council resolved to undertake further dialogue with the three Committees of Management about the above outcomes to inform the final decision about how to proceed with these sites.

Two rounds of consultation were held with each Committee facilitated by independent facilitators from MosaicLab. The below table summarises the dates and attendance for each session.

CENTRE	SESSION 1		SESSION 2	
	DATE	ATTENDANCE	DATE	ATTENDANCE
Eildon Road, St Kilda	Monday 7 February	7 Committee 2 Council staff 1 Councillor	Tuesday 26 April	7 Committee 3 Council staff 3 Councillors
Tennyson Street, Elwood	Tuesday 1 March	13 Committee 4 Council staff 1 Councillor	Tuesday 12 April	7 Committee 2 Council staff 4 Councillors
The Avenue, Balaclava	Tuesday 15 February	11 Committee 2 Council staff	Tuesday 4 April	6 Committee 2 Council staff 5 Councillors

This report has been produced as a compilation of what was said during those sessions.

SESSION 1

PURPOSE

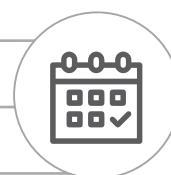
The purpose of the first round of consultations with the Committees of Management was to:

- share concerns and raise questions about Council's proposal to sell the childcare centres
- enable council to offer responses to questions, and to provide an update on progress

AGENDA

Each session was held for 2.5hrs online via Zoom with the following agenda:

Welcome & Introductions
Committee sharing concerns and capturing questions for Council
Current state – hearing from Council regarding progress and timelines
Close & Next steps



SESSION ATTENDEES

The first round session was held with each Committee of Management on the following dates with attendance noted as follows:

Centre: Eildon Road, St Kilda	Centre: The Avenue, Balaclava	Centre: Tennyson Street, Elwood
Consultation Session Date: Monday 7 February, 2022	Consultation Session Date: Tuesday 15 February, 2022	Consultation Session Date: Tuesday 1 March, 2022
Attendance: Committee of Management: [Redacted] (Chair) [Redacted] [Redacted] (apology) Council staff: [Redacted] Observers: Cr Christina Sirakoff	Attendance: Committee of Management: [Redacted] (Chair) [Redacted] [Redacted] [Redacted] (Centre Director) (apology) Council staff: [Redacted]	Attendance: Committee of Management: [Redacted] (Chair) [Redacted] [Redacted] [Redacted] (apology) Council Staff: [Redacted] Observers: Cr Rhonda Clark

SESSION 1 OUTPUTS: EILDON ROAD ST KILDA

SHARING THOUGHTS AND CONCERNS



Communication and Uncertainty

Our property will be sold first, at the Council meeting asked how timeline was put together, and Council officers said it was based on an assessment on risk which made us think Council wanted to offload it ASAP. We want to understand that if there are risks, we are on the same page. We can't operate a center with imminent risks. But if there other reasons for the timeline, or no reason to sell in 2022, why does it have to be now?

Poor communication has made it feel like this is not a consultative process, and that we are being treated with contempt.

Really hard to operate in an environment that has so much uncertainty

We got the impression that Council had decided to offload the asset, and then started looking to build the case to offload the asset and collect the evidence, but didn't seem to be building a case for not telling it. Seemed like Council concluded it was not fit for purpose and needed to go through the motions based on requirements (Council meeting, consultation, reports). Whole process is getting to the outcome Council started with, rather than identifying problems and ways to solve them.

When we first embarked after Council meeting on Dec. 1, we put down a number of requests for information. In general, went unanswered for the month of December. Central email address set up to capture and disburse to appropriate people to answer questions so someone could always communicate back to the committees. Example: Request for disbursement history, we know what level of maintenance has been put into Eildon Rd so we wanted to see what the outline actually is. Email send on Dec. 14, follow up on Dec. 21, and again on Jan. 11. Email from Nella on Jan. 13 confirming email was forwarded on for action. Follow up again on Jan. 25 and still no action on that request. There are another 9 examples. Some have been answered through the documentation on the portal, but there is a lot of information there. Given we are all volunteers in this process and busy people, we would think if a report is uploaded and directly answers outstanding questions, we would receive a courtesy email letting us know. Council has not advised us directly that the submission date had been extended.



Consultation process

Biggest impacts in placements and distances required to travel. Consultation period should have been to sit down once or twice a week to figure out a solution, but we are on a really different timeline to get this sorted out and requires a different level of engagement.

CoM has a management plan in mind, but if it's just the CoM writing a plan it's largely worthless, there is a plan we should be writing together and that should determine the length of the process, not a nominal time because Council wants to sell in 2022.

Detailed architectural plans were also on Have Your Say page and perhaps those could have been done together with us. To engage an architecture firm for that amount of money without speaking to the CoM or going on site doesn't seem like a very consultative process and then just dropping it on the internet was challenging.

Feeling that this consultation is a box ticking exercise.

Implied to us that information is there and haven't had any help to find the information, with doesn't signal a very collaborative process.

Interested to hear from Councillors and Council officers how their views have changed given community perspectives and other opportunities to source funding from alternate means.

It doesn't feel like an active consultation process, just a period of time with a deadline to submit.

The initial consultation period as described was a minimum of 28 days and the timing was a concession. Level of consultation that was intended is perhaps not the type that is required for this situation.

We would like to understand what options have been considered, what isn't viable and work with them to come up with a viable option. Our submission could be as long as War and Peace without that collaboration with Council. We want to know what the most likely option is.



Respect

Being respectful to each other is important, perhaps there can be more time ahead of the next meeting to announce it early. There are lots of little things that add up and are frustrating, because we are just trying to get the best outcome for our kids.

Operations: If there are risks to the building we need to know them. We've had experts and the departments and have been told no issues and are meeting all the standards. We want some clarity that we aren't in any immediate danger. Lots of things have happened during the consultation process, and some feel like it's been scare tactics and no sensitivity for staff and parents. No one has told us we are at imminent risk. Need to get some certainty to give to our parents.



Other

Appreciate Tony's time to discuss issue in November, great answers to questions at Council meeting last week, and pointed to information in the public domain. Found an analysis that Eildon Rd was not 'future ready' but could not see any 'detailed analysis'. Feels like we are wasting time, and if I had a week off family and work and go through every Council meeting to find the answers, but that's not realistic. If Council officers have excellent knowledge of the issues at hand but we do not feel they are sharing that with us.

Would be better to know more about what's going on. We can work together and work on other options, which may not seem viable to Council but maybe with our help we can make some viable.

QUESTIONS FOR COUNCIL



Q. NFP centres are compared to the for-profit centres, are you treating all the potential places as equal?

A. *No. Council policy is that there should be a mix of Council operated, Community managed, other not for profit, independent school provision and private providers.*

Q. When you're looking for a viable alternative, are you looking for whether one exists, or what it is?

A. *Investigating viable alternatives to sale, as required by the Council resolution, will require us to list possible options and assess them against criteria, to determine if the option is viable, or a more viable option than other options.*

Q. Does Council want us open, and if you do, does Council place a value on that in \$?

A. *Council is looking at whether the building where the service runs from is viable for the future. Council is happy with the service that is provided at the Centre*

Q. We are under impression that there is plenty of funding available, is this true?

A. *We are working through the funding. There is a large amount of funding available under the Building Blocks Grant but there are restrictions on eligibility for these grants. We are working with the VSBA to determine how much funding we might be eligible for.*

Please note, the below questions were responded to by Council in the Session



When do all the other 'lenses', factors that need to be considered in planning of the area, come in?

Flagged for sale in 4-5 months time, at what point does Council put a stop to this process and advise CoM that sale will not happen in July? And how would that happen?

Why did Council officers report describe Eildon Rd as 'incurably obsolete'?

How are you sorting through and presenting submissions?

How will Councillors be presented with the information from this process?

When you do the modelling, is it across the municipality, or is it just in this part where these 3 centers are?

Based on the two changes Tony mentioned, is there a chance Council will not submit the proposal?

Can Council reply to questions with a timeline to answers being uploaded?

Where are the answers to our questions being sent?

SESSION 1 OUTPUTS: THE AVENUE BALACLAVA

SHARING THOUGHTS AND CONCERNS



Community feel

"It's not a house, it's a home" - it's not a centre, it's a community. Heritage, homely feel as well as staff give it a special atmosphere.

CoPP framing has been frustrating and concerning. Just calling centers 'childcare' is not helpful; inflating figures of costs is not helpful. It does not do justice to the centres who know their situation and their needs

Dropping off a child at a sparkly new childcare centre. The Avenue has an entirely different feel - the kids never want to leave. It feels like home

Groundswell of support from the general community for the centres - more than 2300 signatures of people from the community demanding to stop the closure of the centres.

It is not practical to move centres in a different location or to join a waitlist.

This centre is like family for the staff of the centre, which has been completely disregarded thus far

So important that we have services that are within walking distance and in range. It's not possible to have a car and drive for everyone.

The centres are all assets to the CoPP. People want to move to the area because of these great centres and they should be treated as valuable assets. Council should be proud of offering a diverse range of childcare in the area

The CoM are all volunteers who are here because we care a lot about the centre. This process is a lot of work - working through the options is a proper job, diverting attention away from other very important things. We are working another full-time job working to sort through this mess of a process and now being asked to come up with the options. Council are paid to work through these things properly to ensure proposals are put forward and thought out.

The CoM is the employer of staff, and we are not in control of their future. Council need to think about what it would feel like to have the responsibility of staff but have no control of their future. It is disappointing and frustrating to be in this position

We are more than childcare, we are an educational facility - half the centre is kindergarten places. Communications continue to be sent out that do not acknowledge this



Consultation process

Being respectful to each other is important, perhaps there can be more time ahead of the next meeting to announce it early. There are lots of little things that add up and are frustrating, because we are just trying to get the best outcome for our kids

Consultation for consultation's sake. It feels as though there is a predetermined outcome the whole way through. It is clear that some officers see the only option is sale and that is frustrating

Hoping from this process to work together with Council to exhaust all options/solutions. Perhaps it has been put in the 'too hard' basket, but we would love to work through the options and understand the challenging Council is facing

It will be important for council officers to ensure they provide all possible solutions to Council for consideration - not a couple of indicative options

Joined the meeting in good faith and participated thus far but it does not feel like the CoM is getting that good faith back in return from Council

Need to find viable solutions - closure of the centre is the lazy option

We acknowledge there are works that need to be done, but we are frustrated that sale is the only option and it's not true



Communication

Council officers appear to be providing factually incorrect information to Council (e.g. CoPP has been invited to look at the funding that is available to them)

Not notified when information is uploaded to Have Your Say page. Requested information is uploaded without notice, building on the mistrust and is disappointing.



Other

A lot of time and effort has gone in to researching and thinking about this

Closure of the centre has not been on the cards for years, contrary to what has been stated recently. Initially it was a conversation about works on the building

No mention of KISP - model assumes we cannot lose places for 3/4 year old kindergarten. CoPP plan does reduce this number of places



Financial

\$6mil in maintenance and capital works fund. When we have attempted to access funding from that money has been denied/ignored/refused. Had minimal works done with it

All for developing North St Kilda but not at the cost of 3 other viable not-for-profit centres

Building costs: Council officers stated approx. \$2mil per centre. Estimated costs for this centre have come back at \$1mil. Frustrated at the misrepresentation of the situation

Centre is entirely financially viable

Council rhetoric has centred around the COST - disrepair of the buildings is because of the neglect at the hands of the Council. Interested to understand if this was a deliberate decision made in the past. There also many intangibles that are valuable and important in creating thriving, resilient communities.

Taxpayers of CoPP begging Council to not close the centre - who provide employment, and who ALLOW employment

QUESTIONS FOR COUNCIL



Questions	Responses
How much is currently in the infrastructure fund? different figures have been given by Tony and Anthony.	<i>The amount as of 23/02/2022 is \$ 6.22 million. B13</i>
How will we support families if this goes ahead - already being asked what's going to happen; still enrolling children for this year.	<i>This is part of the discussions that Council will hold with Committees of Management when we finish discussions on the alternatives to sale. This would cover off arrangements for places in other centres, assistance for staff, any financial relief etc.</i>
If the centre is being closed down, are we supposed to be paying a levy for maintenance that isn't occurring? Has this been why there has been no maintenance to the building, not for lack of funds... do we need to budget for a levy that will not be spent? Or are we charging families for a centre that they won't even go to since Nth St Kilda isn't an option for our families.	<i>There has been some maintenance to the building as outlined in the reports provided. The main reason for lack of maintenance is the compliance requirements that would be required, which would necessitate closure of the centres to undertake the works.</i>
Unclear reasoning behind the closure of the centre.	<i>The reasoning for the closure was detailed in the report that went to Council</i>
What is the maximum amount of funding (as referred to by Tony) available? It appears you have been told a figure, can you please share this.	<i>The maximum amounts available under the VSBA Building Block Grants are: \$2million for an Integrated Centre on School (Ineligible for The Avenue), \$1.5 million for a New Centre, \$300,000 for improvements to an existing centre and \$200,000 for works to improve inclusion at a centre. We are meeting with the VSBA to determine eligibility for the different grants and amounts available for individual centres e.g would a rebuild of The Avenue be eligible under New Centre grants and if so how much. There are no Commonwealth Grants available - there is a grant for buildings in highly disadvantaged areas, so Port Phillip would not be eligible</i>
What is the timeline for the process going forward?	<i>It is hoped that a final report will go to Council late May/Early June.</i>
Would Council remove the restrictions around advertising for enrolments given the situation? (public signage etc). It would be a gesture of good faith to remove those restrictions	<i>Council is happy for you to advertise enrolments as long as the advertisements state to apply via the centralised waitlist.</i>

Questions	Responses
<p>Govt. Funding for works: CoM raised with Council that govt. funding is available, but has been rejected multiple times (doesn't apply, not enough places, not big enough). We believe this is untrue, we are eligible, and want to know why we can't access it.</p>	<p><i>Council officers working with dept. on developing KISP. Discussions had on funding then. Didn't apply for funding because the chief requirement of funding was that a centre would have to be opened within 18 months.</i></p> <p><i>Shovel Ready Requirement: Receive grants and implement changes within 18months of receiving the money. This was not possible to be met.</i></p> <p><i>Discussions indicated we wouldn't be eligible for funding. Since then, meeting with VSPA on Friday was productive. They indicated there are ways they can be more flexible on the funding that's available.</i></p> <p><i>Discussions about funding are continuing and evolving. We can share information as it is able to be shared.</i></p> <p><i>In KISP, discussion of all centres (inc. these 3) with the department. These 3 marked as 'end of life' needing major refurbishment.</i></p> <p><i>VSPA was asked about funding for these 3 centres and guidelines. Clarifying conversations we had to understand how to apply funding to portfolio and discover further funding in subsequent rounds. Specific conversations were had about "3 centres" closing - 'obsolete' centres.</i></p> <p><i>Max. funding is only available for kindergarten spaces. Most funding for the centre would come from Council given the split of the centre between Kindergarten and long day care.</i></p>
<p>Has the property been formally valued independently? If so, can we see it?</p>	<p><i>If the decision is to sell, this will happen. It has not been done yet for sale purpose.</i></p> <p><i>Statutory evaluations have been done. There would be a value on the books for this property, but not for sale purposes in this instance.</i></p> <p><i>Council is able to share the valuation, albeit slightly outdated/reflect today's value.</i></p>
<p>How could Councillors honestly believe it was too expensive if the costings were not yet provided to them/provided accurately?</p>	<p><i>This depends on what Council is willing to spend.</i></p> <p><i>We have full drawings for renewed built (bulldoze and new centre), + plans in 2016 which don't meet compliance. We do not have current plans for restoring building and meeting compliance standards. CoM is asking if this can be done, and it has to be requested from Council as it will come with a cost.</i></p>
<p>In the building works council have had costed they do not cover all of the access related issues highlighted in the access report.</p>	<p><i>The utility of obtaining these costing was to address these issues</i></p> <p><i>The 2016 scheme was assessed by accessibility report that showed it wouldn't meet the DDA.</i></p> <p><i>More recent scheme does meet access standards. Waiting for costing on this scheme.</i></p> <p><i>Costing to refurbish current building, not extension:</i></p> <p><i>To commit the large amount of funds, functional upgrades are really important in addition. to meeting standards and codes.</i></p> <p><i>Upgrades to existing building begin to eat into the available space in the building, which leads to more knock-on effects (i.e. going 'up' a level etc).</i></p> <p><i>Council not intending to get changes costed on the existing building. To provide fully accurate costs involves a huge amount of work and planning to indicate what various options would entail.</i></p> <p><i>Need to make reasonable assumptions on and carry risks. No concrete figures exist for making more small scale upgrades to the existing building.</i></p>

Questions	Responses
<p>Quoted works: Quoted figure in Have Your Say includes lots of unnecessary amenities, which do not need to be provided. Needs to be accessibility compliant (have received a quote independently). We need to understand where all these unnecessary costs come from</p>	<p><i>They are at 'end of life' because of the age of the buildings. No longer compliant with building codes.</i></p> <p><i>This is a Council asset that Council is responsible for maintaining. Whatever happens, buildings need to have a life of another 50 years.</i></p> <p><i>End of life means it has to be renewed for another 50 years.</i></p> <p><i>Current construction costs for changed to building added to document library (architectural scheme 2016). Current costs have been done by independents. This scheme still does not meet current requirements for the building and the \$1mil is not a complete development cost. Does not include dredging outdoor play facilities in line with disability access, or other Council efforts to get to the point to be ready for works.</i></p> <p><i>In 2016, Centres were asked what upgrades they would like to have. Some of the things that came up were reception centre, meeting room, etc. These were considered in preparing the schemes then and have been used to influence the plans now. Including speaking with people who design childcare centres.</i></p> <p><i>Some scheme options do not include car parks.</i></p>
<p>To ensure the most cost-effective use of rate payer funds and of \$ in the levy fund, is there scope for the upgrade works to be done independently of council, by a registered builder jointly chosen by CoPP and The Avenue?</p>	<p><i>Not a model that has existed in the past.</i></p> <p><i>This would assume the CoM has the capacity to procure and manage this work beyond the capacity of Council. This should be included as a potential option, but might not actually be a viable option, given Council's building standards.</i></p>
<p>We are a profitable centre, Council has books and we do not need Council funding (we pay Council far more than we get from them). We will take centre off Council's hands for a fair price. If centre is such a burden, we are happy to buy centre of Council and run it ourselves and asked to do before.</p>	<p><i>Nothing in the proposal to sell the property would exclude the CoM from buying the property. That is, however, not an alternative option to sale since it is sale.</i></p> <p><i>Council was going to look into possible discount given other arrangement, and is an option to be looked at going forward.</i></p> <p><i>Conversation with CoM in July 2019 about how to fund the purchase of the building. Response from CoM in November, and CoM awaiting response from 2020 given COVID.</i></p>

Questions	Responses
<p>What is the status of council's dealings with the state government in relation to funding? what is the process for applying for funding? how can we be involved in this?</p>	<p><i>Council officers working with dept. on developing KISP. Discussions had on funding then. Didn't apply for funding because the chief requirement of funding was that a centre would have to be opened within 18 months.</i></p> <p><i>Shovel Ready Requirement: Receive grants and implement changes within 18months of receiving the money. This was not possible to be met.</i></p> <p><i>Discussions indicated we wouldn't be eligible for funding. Since then, meeting with VSPA on Friday was productive. They indicated there are ways they can be more flexible on the funding that's available.</i></p> <p><i>Discussions about funding are continuing and evolving. We can share information as it is able to be shared.</i></p> <p><i>In KISP, discussion of all centres (inc. these 3) with the department. These 3 marked as 'end of life' needing major refurbishment.</i></p> <p><i>VSPA was asked about funding for these 3 centres and guidelines. Clarifying conversations we had to understand how to apply funding to portfolio and discover further funding in subsequent rounds. Specific conversations were had about "3 centres" closing - 'obsolete' centres.</i></p>
<p>What will happen in the 2 years leading up to closure, because families won't want to send their children to a place that is closing imminently. What happens to the staff if there are no places being filled in the year before?</p>	<p><i>These discussions will be held after a decision has been made. Consultation with centres is to explore other viable options. This question assumes the centre is closing. We will have this in the event the centre is closing.</i></p>



SESSION 1 OUTPUTS: TENNYSON ST ELWOOD

Following this session, the Elwood Childrens Centre Committee sent a follow up email outlining a full list of their concerns as well as a copy of their Have Your Say submission which appear in Appendices one and two below.

SHARING THOUGHTS AND CONCERNS



Decision of Sale

“There has been no decision to sell” - We keep hearing this phrase as a way of reassuring us, but it does not. Officers have put a recommendation up to councillors to sell. That is pretty much the same thing...

A real sense of surprise about the sale - the intention to sell was not brought up in the consultation in previous years - a long process of positioning - we weren't taken on the journey.

Couple of families that have been on the wait list haven't taken their places b/c they believe that the site is being sold.

Discrepancy between statements regarding the building in the proposal, and the subsequent building reports.

Lack of investigation of alternate options to sale, prior to proposing sale.

Lack of realistic options for current families if ECC is sold.

Lack of realistic options for families if Elwood is sold - destabilisation for families during this stage of the pandemic as well - lack of alternate places for kids to go to.

Loss of childcare and kindergarten places, despite available modelling indicating a continued need for the places the three services in question provide.

Proposal to sell based on incorrect information.

Proposal to sell didn't include expertise from early childhood.

Proposal to sell made by those without expertise or experience in early childhood education.

The process and the content of the proposal.

Inappropriate and insensitive site inspections.



Consultation process

A lot of anxiety that decisions are going to be made without proper involvement.

Insufficient time in workshop plans for alternate options to be adequately explored.

Lack of detailed in depth investigations of alternate options.

Lack of involvement or information regarding progress of consultations with State Government re: available funding.

Lack of prior consultation on the proposal for an intention to sell.

Lack of support following the announcement of intention to sell.

Minimal time to review information (even though there were some extensions).

No formal implementation plan for the councils 'every child our future' policy.

The process - lack of consultation/engt from the outset, council was consulting from 2016-19 on the development - but 2 years proceeding for the 'intention to sell' there was no consultation, lack of followup, the centre was subject to inappropriate and insensitive site visits after this council decision (short notice of site orders).



Communication and timing

Conflicting information - about the lease in 2019 when the lease was renewed (re: shortened lease)

Lack of and delayed response to requests for information.

Lack of contact following the intention to sell.

Lack of notification of agenda papers being made public.

Lack of notification of documents being uploaded to the Have Your Say website.

Not allowed sufficient time to review documents and information prior to the close of Have Your Say.



Other

Half of the staff are residents in the city of Elwood - part of this community.

Lack of acknowledgement that ECC is financially viable and has not been a financial burden to Council.

Lack of acknowledgment that Elwood is financially viable and hasn't been a big burden to Council.

These concerns have been detailed to council many times before and don't want to rehash those concerns this evening.

Want some clarification on what is to be done with concerns that are raised this evening.

QUESTIONS FOR COUNCIL



Questions	Responses
<p>Are you not at the point of doing costings or are you at the point of preparing for sale? doing costings should have happened before preparing for sale if there was a legitimate desire to maintain the service.</p>	<p><i>We have responded to this question in our email of 9 March 2022.</i></p>
<p>Other than sale, what is the best case scenario/outcome from the council's perspective? What thinking has there been in Council re: alternate options based on state funding - has this changed the thinking about alternate options?</p>	<p><i>Other options will be considered by Council. Officers cannot answer what Council considers best case options - that would be for Council to answer. NB Since this first consultation a range of options have been developed and presented to the Committees for feedback.</i></p>
<p>Viable means meets compliance, good for 50 years (nominally), value for money (the total cost vs what else could we get for that money/funding, absolute cost, opportunity cost) - is this correct?</p>	
<p>We have asked on have your say and not received any reports from other departments of experts. Please provide them.</p>	<p><i>All reports have been made available.</i></p>
<p>What are the outputs of the HYS and how will they be made public? Could we have a copy of the submissions?</p>	<p><i>They will all be reported and received by Council at a Council meeting (likely 18 May)</i></p>
<p>What is the indicative absolute cost you would be able to accept if it is 'viable'?</p>	<p><i>Viability is multi-dimensional, not merely a matter of up-front capital cost. Please see our comments in the "Facility Options & Considerations" document.</i></p>
<p>What value are you putting on maintaining an existing quality service and robust culture / institution when you are considering "investing elsewhere" at the expense of closing this service.</p>	<p><i>Every Child Our Future outlines Council's policy for early childhood education and care. This requires us to work towards ensuring all Council operated and funded services provide quality early childhood education and care regardless of which part of the City the service is operating. If Council elected to sell a centre to reinvest in other centres, this would not mean a reduction in this commitment.</i></p>
<p>Would a renovation need 50 years? Or a new build?</p>	<p><i>We'd design a new build for a service life of 50 years. A renovation could achieve this if it included sufficient renewal. Where renewal is insufficient, this has maintenance & renewal cost consequences and service interruption consequences.</i></p>

Questions	Responses
<p>Tonight we heard hints of the macro childcare budget issue for the council. This has never been shared in full before - instead, council focused on telling us our centre needed to close because the building was beyond reasonable repair (which isn't necessarily the case). It seems from some of the answers I have pieced together from the council, the macro situation is that the council has 12 centre - most needing work in the next 10 years. They also need to address supply/demand issues at Fishermans Bend. They have \$6.3m in their building fund and presumably \$30m-\$40m of work. They are trying to negotiate 10 years' worth of state funding - but this will require co-contributions. So likely council needs to find \$10m-\$15m to match the best-case scenario of state funding 50%. Rather than finding the extra funds they need from their budget, they want to realise these funds from the sale of 3 properties. Is this accurate? Can the detailed marco issue be shared? This would be better context for us to understand so we can come up with suggestions as we have been asked to do.</p>	<p><i>The Kindergarten Infrastructure and Services Plan (KISP) which is on the Have Your Say website outlines supply and demand for kindergarten places. The shortage in the future is very much in the Fishermen's Bend area. Council has 17 early childhood education and care buildings and a number of these are ageing and in need of replacement or restoring. As the question indicates this is a significant cost for Council.</i></p>

Please note the below questions were responded to by Council in the session



Are council saying there is no option to down scale the schematic?

Are there safety issues at the Elwood CC? Are there any immediate catastrophic issues at the building?

can you recommend to halt to Councillors?

Conflicting information around what council officers can explore - what viable alternative options will be presented to council when make a decision to sell or not?

How might the CoM be engaged to work up these alternate options?

If we don't need to expand (which we believe we don't need to) - the concept plan seems too high given that case (in excess of what is needed) - we want it to be compliant eg. car parking spaces? Therefore we feel there are cheaper options out there: Timeline - the timeline we are aware of is the one in the proposal (sale later this year and closing next year) - what is driving the timeline that is proposed?

It is our view that the proposed costs for becoming compliant at \$2.4M is too high - it was our understanding that a lack of available state funding (or other funding options) was an essential tenant for this going to council for sale in the first place - it is now apparent there are other funding options - what commitments are you prepared to make now given that there are funding options available to halt the sale to investigate these options?

Please provide clear yes or no response if alternative schematic designs were explored and formalised to the scheme included as support to the proposal for sale. (we haven't seen council's workings)

VSBA Funding - is there funding available for a centre of our size in the CoPP or did you say it was only for disadvantaged areas?

What amount of funding are you looking for? Is there an amount that would satisfy council?

What is driving the timeline for the decision - especially now that the timeline for Eildon Rd is pushed out

Why does our centre need to shut in 2 years time? And can that be extended until there is a higher risk?

FURTHER COMMENTS



It is clear from answers that there are many other options to explore, including lower scope (no lift, no carparks, no expansion but compliance works) and gov funding for creating a better centre on site or elsewhere. But only one options has been provided.

The second story is staff only, so we do not need a lift (because all staff work on the floor with children).

Three separate Cost Plans have been provided on three separate schematic designs to date and made public via HYS for 46 Tennyson Street Elwood. To state that Council have an inability to provide Cost Plans on further Schematic designs, less Detailed or Design Development documentation, is incorrect - this process has already been enacted at a worst-case expansion basis and formed part of the proposal to councillors.

We already meet the definition of a contemporary building because we meet the NQS 3 (as per Council policy), so we do not need additional meeting rooms, etc.

We do not need to expand, Planning and Heritage constraints are not a prohibitive factor.

We haven't heard other professional opinions re: 'value for money'

We would be able to utilise other facilities (e.g. Cora Graves) as either decanting or temporary accommodation for one or more rooms during works.

SESSION 2

PURPOSE

The purpose of the second round of consultations with the Committees of Management was to:

- review viable alternative options to Council’s proposal to sell the childcare centre, including considerations for each option (as outlined in Council’s Options Analysis document).
- identify any final options not included in the document, and their key considerations
- capture the Committee’s top three options preferences, together with a rationale.

Prior to each session, Council staff compiled and circulated an **Options & Considerations Analysis document** for each committee. This analysis considered eight viable alternative options, to the proposal to sell as follows:

Alternative Viable Options		
Council retain	Option 1	Fully renovate
	Option 2	Rehabilitate
Community purchase for use as childcare facility	Option 3	Gift property to Committee
	Option 4	Negotiate sale at market value to Committee
	Option 5	Lease to own arrangement with Committee
Rebuild	Option 6	Rebuild on site
	Option 7	Relocate to rebuild
Other options	Option 8	Current proposal to sell
	Option 9	Any others

For each viable option, Council offered considerations against the following criteria:

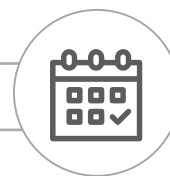
Criteria	
1	No permanent loss of the total places in council operated or community managed centres in Elwood, East St Kilda or St Kilda as reported in the KISP.
2	Buildings to be fit for purpose and compliant with any regulatory requirements, including disability access, OHS and Essential Safety Measures.
3	Centres that service the local area and promote healthy travel to centres.
4	Provides families access to a variety of models and scale of centres.
5	Maximises funding opportunities from state or federal governments.
6	Broader community benefit including gender considerations.
7	Alignment with Council’s adopted policies (i.e Every Child Our Future, Property Policy, Asset Management Policy, Access and Inclusion Plan)
8	Cost
9	Feasibility/Delivery risk
10	Level of disruption to services while works are being undertaken.

Each Committee considered the Options & Considerations Analysis document and supplied their questions and comments prior to their second consultation session.

AGENDA

Each session was held for 2hrs online via Zoom with the following agenda:

Welcome & re-entry
Options outlined – Council responding to Committee’s questions raised in response to the Options Analysis document
Discussion regarding any options missing? Capturing Committee’s top three preferences
Close & Next steps



Council responses to the Committee’s questions were captured in the original Options & Considerations Analysis document as a true and accurate record of the conversation. Immediately following the session, a copy of the notes was shared with the Council for final review and distribution.

While Committees were invited to provide their top three options preference, each requested more time to consider Council’s responses to their questions before finalising their preferences. At the time of writing this report, those preferences had not been provided to Council and are therefore not included in this report.

SESSION ATTENDEES

The second round session was held with each Committee of Management on the following dates with attendance noted in the below table. Each session was also recorded at the request of Councillors:

<p>Centre: The Avenue, Balaclava</p>	<p>Centre: Tennyson Street, Elwood</p>	<p>Centre: Eildon Road, St Kilda</p>
<p>Consultation Date: Tuesday 4 April, 2022</p>	<p>Consultation Date: Tuesday 12 April, 2022</p>	<p>Consultation Date: Monday 26 April 2022</p>
<p>Attendance: Committee of Management: Louise Hird (Chair) Tim Ferris Laura Hill Frances Ady Fiona Murray Dana Thompson</p> <p>Council staff: Tony Keenan Anthony Savenkoff</p> <p>Observers: Cr Marcus Pearl – Mayor Cr Heather Cunsolo Cr Christina Sirakoff Cr Tim Baxter Cr Peter Martin</p>	<p>Attendance: Committee of Management: Claire Byrne (Chair) Aimee Smith Bel Sexias Ciaran Wilcox Nick Smith Rachael Scotland Rachel Askin</p> <p>Council staff: Tony Keenan Anthony Savenkoff</p> <p>Observers: Cr Marcus Pearl – Mayor Cr Heather Cunsolo Cr Christina Sirakoff Cr Tim Baxter</p>	<p>Attendance: Committee of Management: Caroline Thornton (Chair) Stephanie McNamara Mark Leslie Simon James Simon Rasleigh Sara Roth Angela Sharpley <i>Helene Kammon (apology)</i></p> <p>Council staff: Tony Keenan Anthony Savenkoff Felicity Leahy</p> <p>Observers: Cr Christina Sirakoff</p>

SESSION 2 OUTPUTS

At each Committee consultation a ninth option was offered, namely:

Council would **transfer ownership of the three centres to a newly created trust** which would then become responsible for the management and governance of the three centres. A board of directors of the trust would be formed with representative from each of the centres, in addition to a current councillor at the City of Port Phillip and additional non-executive directors who have relevant experience in relation to business management, asset management and early childhood education. This board would effectively sit above the committees of management at each of the three centres. This option is based on a similar model used by the City of Port Phillip in relation to social housing which led to the creation of Housing First. The Avenue is keen to explore this option further with the CoPP, including by gaining further insight into the mechanics of setting up a structure similar to that of Housing First.

A record of typed notes captured during each consultation appear in Appendix 3. These documents include the original Options & Considerations Analysis by Council, questions and/or comments provided by the Committee prior to the session, and responses/comments provided during the session.

Each Committee was given time to consider all options and provide their top three preferences with a rationale. As noted earlier, at the time of writing, Committees had not provided their preferences to Council.

APPENDIX 1

TENNYSON STREET, ELWOOD SESSION 1 COMMITTEE CONCERNS

ELWOOD CHILDREN'S CENTRE - COMMITTEE OF MANAGEMENT
CONCERNS RE: INTENTION TO SELL
FOR FIRST CONSULTATION MEETING WITH CoPP
01 MARCH 2022

CONCERNS RE: PROCESS:

1. Lack of prior consultation on the proposal for an intention to sell

- a. Whilst Council Officers consulted with our CoM in regards to the future of the centre from approx 2016 to early 2019, the only options on which we were consulted was renewal or relocation.
- b. In the two years preceding the announcement of an 'intention to sell' our centre had no contact from Council officers for consultation on any matters.
- c. Our centre was never consulted about the option to sell before it was made public.

2. Lack of notification of agenda papers being made public

The centre was given less than 24 hours notice of agenda papers being made public that stated Council was considering an intention to sell the building.

- a. Such an announcement has significant impacts to our families and staff, yet we were left with no time to arrange any support or information prior.

3. Conflicting information re: shortened lease

When our lease was shortened in 2019, we specifically asked whether it had anything to do with plans to sell/relocate and this was denied (with the explanation being that Council was aligning all leases).

- a. When we expressed surprise at the 'intention to sell' proposal (in our meeting with Council Officers and Ward Councillors on 29/12/21), it was suggested we should not be surprised given our lease was shortened.

4. Lack of support following the announcement of intention to sell:

When the Chair was informed of this in a last minute meeting with the Mayor and Council officers (the afternoon prior to the publication of agenda papers [25/12/21]), it was acknowledged that even the announcement would have an immediate likely impact on enrolments and staffing.

- a. The Chair was assured in that meeting, as the CoM were assured in a subsequent meeting with Council Officers and Ward Councillors that the centre be offered support from Council to ease these impacts.
- b. No such support has been offered since the 'intention to sell' was made public.
- c. When a question was raised in a recent Council meeting asking about this support, Council Officers responded that such support would only be provided in the event Council decided to sell (at the conclusion of the 'consultation') - despite previous acknowledgment noted above that even the announcement of an intention to sell would impact enrolments and staffing.

5. Lack of contact following the intention to sell:

The decision to sell was agreed by Council at its 1 December 2021 meeting.

- a. At the meeting it was clear our community was very concerned about this proposal and we were promised genuine consultation.
- b. We did not hear anything from Council officers until 21 December 2021, despite us making several attempts to contact.

6. Inappropriate and insensitive site inspections:

Almost immediately following Council's decision, there were numerous 'audits' being conducted at our site (e.g. arborists, architects, etc) with little to no notice, consultation or information about the timing of these visits, or their rationale.

- a. Council was already aware from the submissions made by families and staff at the meeting where they agreed on the intention to sell that the proposal had obviously caused a great deal of stress and anxiety for families and staff. To then be subjected to unexpected auditors walking through buildings taking measurements in front of staff and children showed extreme insensitivity and disregard for our community at the centre. We had no time to prepare staff and children for these visits.

b. It should also be noted that we were also still in the midst of a pandemic, and the children at the centre are all too young to be vaccinated. Yet we had unexpected external people arriving at the centre requesting access to conduct audits on behalf of the council whilst children are also in attendance.

c. Whilst we have now requested that these visits happen out-of-hours, and this has been consistently happening since then, these initial site inspections were conducted in an insensitive and inappropriate manner.

7. Lack of notification of documents being uploaded to the Have Your Say website:

. After the first few site audits were conducted at the centre, we requested to be provided with copies of the reports so that we may have the opportunity to understand the implications at the same time as Council. However we were told that we would only be given access to information at the same time as the general public, via the Have Your Say website. This did not engender any feeling that we are considered a key stakeholder in this consultation process.

a. Until very recently, we have not been informed when key documents are placed on the Have Your Say website, we just have to find them ourselves. Again this does not make us feel like key stakeholders in this consultation.

8. Lack of and delayed response to requests for information:

. In order to obtain information regarding our centre from Council, we have experienced:

i. A complete lack of response at times.

ii. Extremely delayed responses, for example:

1. Initially sent requests for information on 16 Dec 2021, and asked for a response within a very reasonable timeframe (by 10 Jan 2022).
2. No response received by 14/01/2022, so sent follow-up.
3. No response received by 21/01/2022, so sent further follow-up.
4. Finally received only a partial response on 21/01/2022.
5. Further follow-up required. And as at 28/02/22 we are still yet to receive all requested information, and some information that is available for the other buildings but not yet ours.

iii. Extremely delayed provision of information that Council officers described in a public meeting as “easily” accessible, for example:

6. On 16/12/21 we asked for the last 10 years of maintenance figures to be provided. No response received.
7. We followed-up on 14/01/22. No response received.
8. We followed-up on 21/01/22, and finally received a response stating that 10 years of data was difficult to obtain, so we suggested 3 or 5 years. No response received.
9. We followed-up again on 30/01/22, noting that there was evidence that 5 years of figures should be accessible. No response received.
10. We followed-up again on 04/02/22, noting that at the Council meeting on 02/02/22 it was stated that these figures could be easily accessed. No response received.
11. We then wrote to our local MPs on 11/02/22, asking for their advice on how to obtain this information.
12. On 14/02/22 we finally received the maintenance figures we had requested.

a. The above are just single examples of more consistent issues we have experienced.

b. One of the principles of consultation in the Local Government Act (2020) states that: “Participants in community engagement will have access to objective, relevant and timely information to inform their participation”.

. We do not feel that Council has met this principle, as per the above examples.

9. Not allowed sufficient time to review documents and information prior to the close of Have Your Say:

. Two of the principles of consultation in the Local Government Act (2020) state that:

.“Participants in community engagement will have access to objective, relevant and timely information to inform their participation”.

i. "Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement"

a. As we have noted to Council Officers and Councillors on several occasions, the Committee of Management at Elwood Children's Centre is made up of working parents, who volunteer their time to help run the centre. In addition to their commitments as parents, employees and their input into the usual running of the centre, the CoM need to add time into their schedule for reviewing and responding to documents related to the proposed sale. Due to the timing of Council's proposal, the CoM are also having to do this additional work at a significant time for our community in terms of impacts of the Covid pandemic, and the return/start of school year. It was noted to Council Officers and Councillors that the CoM would need a reasonable timeline with documentation to enable meaningful engagement.

b. The initial timeline of Have Your Say did not take into account the key stakeholders in the consultation:

.The original timeline of HYS was to close at the end of January, requiring parents and any interested parties to fully brief themselves and begin to engage and consult over the Christmas and New Year period. Council staff took annual leave while parents began the arduous task of familiarizing themselves with the multitude of documents, reports and history.

1. Representatives from the centres in question had to request an extension to this timeline to allow families time to take leave themselves, and still be able to participate in the consultation. Council allowed an additional two weeks initially.

c. The first extension to the Have Your Say did not take into account the significant delays in responding to requests and providing information:

.Representatives from the centres had to request a second extension to the Have Your Say closing date, due to significant delays in receiving information. Council allowed a further two weeks.

d. The second extension to the Have Your Say did not take into account CONTINUED delays in responding to requests and providing information:

.Two weeks out from the closing date, ECC were still trying to obtain information initially requested on 16/12/2021. A request for further extension was therefore made. No response was received. Several follow-ups were made over following days, with no response.

i. After escalating the request to CEO and Mayor, a response was finally received on 24/02/2022 (only four days prior to the close of HYS), the response read:

2. "It is not possible to extend the deadline for Have Your Say. This will require letters being sent again to the households who were previously notified and advertisements having to be placed in newspapers at a cost of approximately \$5,000."

ii. The CoM notes that by actively rejecting our request for an extension, the Council is denying the CoM the above mentioned principles of

e. Many vital reports were NOT provided in a timely manner, for example:

.Some documents were not even available by the closing date (e.g. risk report).

i. Some requested information was also not even made available by the closing date, despite being originally requested on 16/12/2021 (e.g. asset management queries).

ii. The indicative works for 46 Tennyson Street was uploaded in early January (leaving less than two months for a volunteer group with no expertise in building to review, understand and respond).

iii. Maintenance figures were only provided on 14/02/2022 (despite being requested on 16/12/2021).

iv. Documents were still being added to the Have Your Say website on the closing date (e.g. Rental Assessment).

f. Vital reports had insufficient details, for example:

.Maintenance figures have very little information regarding line items. As an example, one building audit cost over \$200K and had no details of what was audited and what works resulted. The CoM raised this question to Council and it was taken on notice.

g. Considering all of the above, the CoM does not believe that Council has met the principles of community engagement as specified in the Local Government Act (2020). How can the CoM have meaningful engagement without timely access to information and sufficient timeline for a volunteer

group to respond (especially given their other commitments), particularly during a challenging time in the Covid pandemic?

10. Deleting questions from Have Your Say when not in breach of moderation policy:

. One of our CoM had a question deleted from Have Your Say on 28/02/2022.

a. We have reviewed the Moderation policy on the Have Your Say page and do not believe this was in breach.

b. Questions being deleted without explanation undermine our trust in this process and make us question what else has been deleted.

11. Insufficient time in workshop plans for alternate options to be adequately explored:

. The timeline for these workshops is over a two month period (reporting in April). In that time alternative options are to be suggested and investigated.

a. This is insufficient time actually investigate and assess alternate options.

12. Lack of involvement or information regarding progress of consultations with State Government re: available funding:

. We are aware that Council Officers have had meetings with the relevant funding body re: Building Blocks, however despite being key stakeholders, we do not feel part of this process and finding it difficult to ascertain any outcomes of these discussions thus far.

CONCERNS RE: PROPOSAL:

13. Proposal to sell made by those without expertise or experience in early childhood education:

a. It is notable that the proposal is made from officers in Property, but no one with early childhood expertise.

b. No documents have been added to the Have Your Say document libraries that include professional opinions from other relevant expertise or departments (such as early childhood or education).

c. For example, the proposal discusses properties needing to be 'fit for purpose'. but no reference is made to the regulations or national quality standards for early childhood education and care as to what actually constitutes 'fit-for-purpose' in this context.

14. Lack of an implementation plan for the "Every Child Our Future" policy:

. How can residents be sure that this intention to sell is in line with an overall and longer term strategy for provision of childcare in Port Phillip, when there is no implementation plan?

15. Discrepancies with the "Every Child Our Future" policy:

. We note a number of discrepancies between the proposal to sell and Council's policy, including but not limited to:

i. The policy states that community-run centres will be supported. Selling three of these centres and not re-investing in these centres is not supporting such centres.

ii. The policy states that the definition of a contemporary building will be based on the National Quality Standards. As Elwood Children's Centre has been rated as 'meeting' this standard, the building is already 'fit-for-purpose' and contemporary as per this policy. The only remaining issues are DDA and building code compliance issues. The proposal to sell document states that the buildings are not 'fit-for-purpose' or contemporary enough.

iii. Council Officers on the 'Have Your Say' site for the intended sale have stated: "Private sector providers play an increasing role in the provision of childcare in the municipality, and have expressed interest in the proposal, including absorbing enrollments and staff should Council sell the properties." Yet, the policy states that council decided not to transfer centres to private provided due to strong community support for not-for-profit (council/community run) centres.

16. Proposal to sell based on incorrect information:

. The proposal to sell was based on the idea that renewal of the buildings would be too expensive because centres of this size would be ineligible for State government funding. This has since been found to be inaccurate and the State government has now confirmed funding is available

a. Proposal to sell based on the notion that centres must expand in order to meet any available funding, as such some of the works proposed are not necessary.

17. Discrepancy between statements regarding the building in the proposal, and the subsequent building reports:

. The proposal states the three buildings are 'incurably obsolete'.

a. The building report on the Have Your Say website states that the building itself 'is generally in good condition'.

18. Lack of investigation of alternate options to sale, prior to proposing sale:

. We understand that Council officers did not check with the State Government re: eligibility for funding prior to making the proposal for sale.

a. We understand that Council did not attempt any form of lobbying for funding prior to concluding that there was no State/Federal Government funding available.

b. We have been unable to get any details of the exact alternate options investigated by Council officers - only high level summaries concluding alternate options were too hard or too expensive without any substantive evidence.

c. Now that previous assumptions re: funding have been corrected, there is a lack of alternate options in the list explored by Council (for example, the option to renew the building to meet DDA and compliance issues without expansion).

19. Loss of childcare and kindergarten places, despite available modelling indicating a continued need for the places the three services in question provide:

. Both KISP and Council modelling regarding demand for childcare indicate that places provided by the three services in question will be needed to meet demand.

a. The proposal includes the loss of 160 childcare places for 2024 and 2025, and a net loss of 79 places overall.

b. The proposal also means the loss of the 67 kindergarten places provided by these three services.

20. Lack of realistic options for current families if ECC is sold:

. The proposal suggests that families can simply move their children to alternate services nearby, this does not acknowledge:

. Significant destabilisation for children when moving centres

i. Lack of suitable places / days at alternate centres

ii. Low likelihood of families finding suitable alternate places for multiple children

iii. That many of these options have lower ratings on national quality standards compared to ECC

iv. That many of the private options can cost around \$30 per child, per day more than ECC, a cost that is prohibitive to many families.

21. Lack of acknowledgement of the impact of selling to ECC staff:

. Noting that almost half the ECC staff are also residents of the CoPP

22. Lack of acknowledgement that ECC is financially viable and has not been a financial burden to Council:

. The proposal suggests that the centre is only financially viable due to financial support from Council:

."All have a maximum operating capacity significantly less than typical current generation competitors. This constrains their service offering and cost efficiency, and thereby financial sustainability. This has a flow-on impact for Council, as each operator has a financial model that relies on financial sponsorship by Council."

a. Council Officers have also stated in the Have Your Say website:

. Council financially supports the operation of the three centres:

1. with a salary/wage subsidy; and
2. by forgoing market rent, instead charging \$10/year/centre.

i. These contributions from Council to the centres are partly offset by:

3. a maintenance levy; and
4. an infrastructure levy.

b. In response to these suggestions we note that:

.The 'Rental Assessment' document added to Have Your Say on 28/02/2022 indicates that the amount of maintenance and infrastructure levies ECC pays to Council each year actually appears to be comparable to current market rental rates.

i.From review of the maintenance and infrastructure figures provided by Council, there has been a net saving in favour of Council of just over \$250K from ECC (since July 2014). And levies have been paid by ECC for a much longer period.

ii.The salary/wage subsidy amounts to only approx. \$10K per year.

iii.Council provides no acknowledgement that the management of these services, including ECC, is provided free-of-charge by a volunteer committee.

c. We would therefore argue that the net financial position for ECC actually works out in Council's favour - and this is without even counting the intangible value that ECC provides to the community.

d. This is not acknowledged in the proposal, nor within any responses on the Have Your Say website. This gives a false impression to the community that ECC is a significant drain on Council finances.

APPENDIX 2

TENNYSON STREET, ELWOOD HAVE YOUR SAY SUBMISSION

KEY MESSAGES

- Elwood Children's Centre (ECC) has been in operation since 1985 and provides high-quality and affordable care and education to more than 50 families per year.
- ECC is a financially viable (not-for-profit) service that also contributes to the City of Port Phillip.
- ECC provides the CoPP with variety, in terms of model (community-run) and scale of centre.
- ECC provides a hub of community connectedness and support for families.
- ECC also delivers on a wide range of Council's policies and strategies.
- ECC and Council agree that the centre's building should be compliant and accessible.
- The value of ECC is independent of the building at 46 Tennyson Street.
- There are viable alternative options for Council to avoid the closure of ECC.
- Funding options do exist that would allow ECC to continue to thrive and serve the CoPP.

"ECC is more than just a daycare centre, it's our children's second home."

About ECC

- In operation for 37 years
- Licensed for 39 places
- Includes 25 kindergarten places
- Exceeding the national quality standards
- Community-managed service
- Employs 18 staff (almost half reside in CoPP)

What ECC does differently

- Above required educator to child ratios (children with special needs accommodated)
- Small-scale, only 39 children per day (caters for children's individual needs)
- No charge for holidays and staff PD days (families only pay for days care provided)
- No extra for incursions and excursions (vulnerable families don't miss out)
- Protected planning time for educators (children benefit from quality improvement)

"ECC provides something different to larger for profit centres."



ECC is financially viable

- ECC makes a small profit each year which is reinvested into the centre.
- Management of the service is conducted free-of-charge by parent committee.
- ECC pays levies to council that are shown to be comparable to market rent.
- Council has made a profit from these levies (over \$250K in the last 7 years alone).
- ECC receives small salary/wage subsidy from Council (which amounts to only ~\$10K pa).
- Council's support of ECC means it can provide high-quality care and education for a lower cost to families than private (which are around \$30 per child, per day more).

"It has one of the most magical gardens for children to play in, these spaces should be treasured as they are few and far between."

"The small groups are unique and invaluable."

"The limited children numbers has been a big drawcards for us."

ECC delivers unique aspects of the 'Every Child, Our Future' policy

- One of few small-scale centres in CoPP (meeting the strong support for small centres seen in this policy's engagement process)
- A community-run centre (again meeting the strong support seen for such models in the community engagement process)
- Has a genuine commitment to ensuring children access to natural environments (natural outdoor play spaces, regular excursions)
- Helps families experiencing hardship to access additional support (e.g. waiving fees for families in vulnerable circumstances, particularly during pandemic)
- ECC has initiated two local support networks for service providers (meeting policy commitment no. 9, for council to provide such networks, at no cost to council)



ECC builds community connection, a key long-term indicator of the 'Every Child, Our Future' policy

- ECC builds strong connections between families and children through:
 - Quality education and care for children.
 - Numerous community building events, such as welcome picnics, end-of-year celebrations, fundraising events and working bees.
- ECC builds connections to the local community through initiative, such as:
 - Sausage sizzles and bake sales, utilising local businesses and products
 - Community movie nights and publicly attended trivia nights at local venues
 - Work-experience and educator placements
 - Free food pantry, also open to local residents
- The strength of the connections built by ECC and other small-scale centres has been demonstrated through:
 - 17 submissions by ECC families and staff at the 1 Dec 2021 Council meeting
 - Hundreds attending the picnic rally
 - Thousands of people signing a petition



"Our time at ECC has been the most connected to community we have experienced in our 15 years in Melbourne"

"Knowing we were part of the ECC family played a major role in our decision to have a second child. The ECC is our village."



Other CoPP initiatives that ECC helps council to deliver, include:

- Kindergarten Infrastructure Services Plan
 - KISP and Council modelling shows places provided by ECC needed to meet demand.
- Move, Connect, Live Strategy
 - ~60% of families walk, bike or use PT to ECC
 - ~75% of families are within 10 min travel
 - ~80% of families strongly value proximity
- Reconciliation Action Plan
 - ECC has a strong RAP embedded in all aspects of curriculum and professional development.
- Sustainable City Community Action Plan
 - Sustainability is embedded at all levels at ECC
 - Children help maintain the centre's vegetable garden and worm-farm
 - Children use individual hand-towels and staff make natural baby wipes
- Health and Wellbeing Strategy
 - ECC promotes strong community connections, which is the first objective and vision for health and well-being in the CoPP

Closing ECC would be detrimental:

- To the children
 - Children need security and stability now more than ever (after 2+ years of pandemic).
 - Significant rupture in their continuity of care.
 - Many alternate options have lower ratings on national quality standards.
- To the families
 - Lack of places in nearby centres, particularly for families with more than one child.
 - 90% of current ECC families unable to afford the cost of private centres (avg. \$30 per child, per day more).
 - Lack of certainty of childcare leads to lower participation in the workforce.
- To the staff
 - Almost half the staff are live in the CoPP, so this will mean job losses for residents.
- To the community
 - Not meeting demands for childcare or kindergarten places.
 - Lower participation in workforce, leading to less spending in local economy.
 - Losing a long-time and positive contributor to the sense of community in Elwood.
 - Loss of valuable land that could be used to provide services to the CoPP.

"A little piece of Elwood's heart will be ripped out and lost forever"

How can council fund this investment?

- Utilise part of the \$6.2M in the Quality Levy Building Reserve, to which ECC has contributed through levies paid.
- Apply to the State government for available funding through Building Blocks.
- Lobby the State and Federal MPs/candidates for commitments in up-coming elections.
- Undertake a staged renewal process, and continue using levies from ECC over an extended time-frame.
- Consider a public-private partnership with ECC to fund the works.

"Good childcare is difficult to find. You shouldn't be closing good childcare centres. You should be doing everything in your power to keep them running!"

"The proposal [to sell] means I, as a parent and a voter, am forced to consider changing the environment where my child feels safe, comfortable and happy."

What are the options?

- Reduce estimated costs by fixing the compliance and access issues of the current building, utilising appropriate exemptions and without unnecessary expansion or functional changes.
- Renew the current building completely and consider modest expansion and functional upgrade within current site.
- Purchase / find an alternate site for redevelopment of centre that meets size requirements for significant State funding for a new build, and once built, sell current site to recoup costs (if needed).
- Return the building to the community under ECCs social licence for early childhood services.
- Transition to a public-private partnership with ECC as a not-for-profit service.

"We will lose the connection with the community which is so important to us and a reason why we love living in Elwood."

"ECC is a place the council should be incredibly proud to have in their municipality."

"Elwood Children's Centre is worth the investment!"

Please work *with* ECC to:

- explore and confirm available funding, and
- design a funded option which meets compliance and also fits the true functional needs of the service.

Notes.

- Quotations from the Elwood Children's Centre Survey of Families, February 2022 – responses to 'Council need a reason to invest. Can you tell us why ECC is special?', 'How is Council's proposal to sell impacting you right now?' and 'Is there anything else you would like to tell us about your experiences at ECC?'.
- Data regarding the travel mode, time and importance of proximity also come from the Elwood Children's Centre Survey of Families, February 2022.

APPENDIX 3

SESSION 2 NOTES FROM CONSULTATIONS

Appendix 3a - The Avenue, Balaclava

Appendix 3b - Tennyson Street, Elwood

Appendix 3c - Eildon Rd, St Kilda

CHILDCARE PORTFOLIO IMPROVEMENT OPTION ANALYSIS

Key Assumptions:

- Council will progress with seeking funding support for all centres.
- Each option includes developing a contemporary, expanded North St Kilda Children's Centre from a 77 licenced place centre to up to 121 places.
- The options for consideration are consistent with Council's resolution and reflect discussion with Committees of Management.
- The options will be considered against the principles endorsed by Council
- Any clarifying points or additions to the principles suggested by officers are indicated in [blue text](#).
- Any option that involves a sale of one or more centres would see the proceeds of the sale of any childcare facility be used to fund further improvements within Council's portfolio of early education and care facilities.
- Any viable actions and associated costs to mitigate uncertainty and disruption to services will be factored into each option.

Comments from The Avenue CoM:

- What about an assumption that ensures that at a minimum the solutions maintain or increase the number of childcare and 3 and 4 year old kindergarten places in the local area
- Can this number be clarified (121 places)? Given the primary proposal is predicated on Nth St Kilda increasing in size, and even so will result in a net loss of 79 places, it appears rather important that this number is given with some certainty.
- Once again we would like to highlight this language and ask that it be modified to reflect that we are more than a childcare facility. We are an education facility in addition to care. The continued use of this language diminishes the services provided by our centre.
- The document as we read it has a number of areas that require further explanation and work – so having this as the only session for us to discuss it feels a bit rushed – a number of comments do not have any evidentiary basis. Therefore it warrants more than a 2hr session to do this.
- Not clear on the timeframe of the next steps
- Overall comment – feel like we are oscillating between the concepts being useful and a decision-making rule and then these same concepts not being detailed enough – this is frustrating

Responses from Council:

- Timelines are available on the have your say website and shared at the end of the evening – 18 May – Council meeting briefing of feedback from Have your Say submissions and CoM consultations; late June Council staff to work with CoMs
- The assumptions used the current numbers (as above) as a basis for the assessment – the criteria also includes the numbers assessed
- We will take this up to 121 places – this is what we believe can be delivered by the site
- Happy to change the language to education and care facilities – not just childcare

At the Council meeting on 2 March 2022, Council requested the CEO expedite the report on the engagement and feedback received on the proposed sale of the three early childhood centres and provide a report to Council on possible options including and not limited to consideration of upgrade/refurbishment, rebuilding, relocation, lease to own arrangements, community purchase.

Nine possible options have been identified, including options put forward by Committees of Management, under the headings of:

- **Council retains as childcare asset** – either by Option 1) Full renovation of asset to ensure compliance or Option 2) Extend Life by providing basic upgrades and compliance, without major structural improvements excepting those that are required by regulations.
- **Community purchases for use as childcare** and takes on full responsibility for maintenance and repairs – either by Option 3) Council gifting the property to the CoM, Option 4) Council agreeing a purchase price with the Committee of Management or Option 5) Council enters a “lease to own” arrangement with the Committee of Management
- **New build** – Build a purpose-built childcare centre (in addition to the expansion of North St Kilda Children's Centre) by either Option 6) demolishing existing asset and rebuilding on site or Option 7) Relocating to an alternative site
- **Other options** – Option 8) presents the original proposal and Option 9) enables Committees of Management to identify any other alternative options.
- **All options have been assessed as viable by officers.**

Refer to Table 1 for a more detailed description.

Information available to discuss each option:

- Indicative costings based on Council estimates. Note if a centre disagrees with this costing it will be noted in the analysis when presented to Council.
- Timeframe for implementing each option including how long each centre is likely to be closed
- Number of licensed places delivered by the proposal
- Eligibility for other forms of funding
- Any risks and feasibility issues associated with options (for example heritage constraints)

Table 1: Detailed description of options under consideration

Option type	Option	Description
Council retains as childcare asset	Option 1. Fully renovate	An essentially new facility within the framework of the old one. The asset is not merely fully repaired, but: <ul style="list-style-type: none"> - largely renewed; - upgraded to the current compliance standards (including disability access); & - upgraded to contemporary functional standards
	Option 2. Rehabilitate	A less substantial renovation. It includes major repair, and only the compliance upgrades necessitated by that repair. It includes limited functional upgrades.
Community purchases for use as childcare	Option 3. Gift property to Committee of Management (CoM)	This would involve Council gifting the property to the CoM. The costs and risks of ownership would become the responsibility of the CoM.
	Option 4. Negotiate sale to CoM at market value	This would involve selling the property at a negotiated market value to the CoM. The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
	Option 5. Lease to own arrangement with CoM (as per proposal provided by The Avenue Committee of Management)	This would involve agreeing a purchase price for the building. The CoM would make an initial payment and then ongoing payments for an extended period (e.g. 15 years). The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
New build	Option 6. Rebuild on site	This would involve demolishing existing asset and rebuilding a purpose-built early childhood centre on the current site.
	Option 7. Relocate to rebuild	This would involve locating an alternative site and rebuilding a new purpose-built centre. <i>This would require the sale of one or more centres.</i>
Other options	Option 8. Current proposal	This would involve selling all three sites to the market and reinvesting proceeds into early education and care facilities
	Option 9. Any others?	CoMs are invited to propose an alternative option for consideration.

OPTIONS & CONSIDERATIONS

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
PREFERENCES (MLab notes)	Still to come – due 27 April									
Is this viable?	• Yes	• Yes	• Yes	• Yes	• Yes	• Yes	• Yes	• Yes	See below page 16	
1. No permanent loss of the total places in council operated or community managed centres in Elwood, East St Kilda or St Kilda as reported in the KISP.	• A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda.	• A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda.	• A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda.	• A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda.	• A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda.	• A small loss of places is likely for a single level facility, but this would be offset by additional places created at Nth St Kilda. An increase of places is possible for a two-storey facility, though would require parking dispensation.	• This could be set to ensure that at a minimum there would be no net loss of places	• 40 places lost from sale of The Avenue. This would be offset by up to 44 additional places created at Nth St Kilda. • The proposal for sale of all three centres would see a net loss of 79 places overall.		
CoM Questions & Comments	•	•	•	•	•	•	• How likely is it that we can ‘ensure’ there are no net loss of places?	• This option fails to acknowledge the loss of places in the local community and that travelling to St Kilda north is not feasible for many families		
Council responses to questions	•	•	•	•	•	•	• It would be very likely because we would be purchasing new land – and we would make sure the size of the land would deliver sufficient yield/capacity	• Travel is assessed further down in criteria 3		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
2. Buildings to be fit for purpose and compliant with any regulatory requirements, including disability access , OHS and Essential Safety Measures.	<ul style="list-style-type: none"> Due to age of building, compliance upgrades and renewal are very significant. 	<ul style="list-style-type: none"> Challenging to achieve compliance with intent of Disability Discrimination Act without major works. Functionality compromises affect future readiness. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the Committee, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Meets, though with functionality and capacity limitations. 	<ul style="list-style-type: none"> Can meet. 	<ul style="list-style-type: none"> Not applicable. 		
CoM Questions & Comments	<ul style="list-style-type: none"> What work has been done to substantiate this claim? Please provide evidence. 	<ul style="list-style-type: none"> What is the basis for the compliance with the intent of the DDA? Has this work actually been done? Our own contractors suggest this is not the case. See attachments to our submission for builders quote. What is the difference between 'compliance with the disability discrimination act' and 'the intent of the disability discrimination act'? The CoM would like more detailed costings undertaken to make the building compliant to the Access report – this will help make a more fully finalised view on whether this is a viable option and is in fact hard and expensive 	<ul style="list-style-type: none"> Assumptions are made here. This might not be the case if blue sky / human centered design thinking was applied to any future works. If fact, it could be possible to add more space. Until we have plans, this is unknown. Not fully worked up information to help make this assumption. 			<ul style="list-style-type: none"> Please explain this comment further, there is no evidence of this in the plans we have seen from CoPP. If carparking is the main issue it overstates the 'lack of functionality' of the site 				

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
Council responses to questions	<ul style="list-style-type: none"> Evidence can be found in 2 documents ‘the compliance report’ and the ‘access audits’ 	<ul style="list-style-type: none"> We would be happy to use ‘compliance with the disability discrimination act’ (DDA) rather than the ‘intent of’. The DDA doesn’t clearly state what should be in place but its intent is clear hence why we used those words. Compliance with the building code and the Australian standards and the DDA We do not engage builders to help us at this stage – we have engaged others to do the access report. We wouldn’t do this until we reached a full business case – these are high level concepts to getting to a point for Council to make an overall decisions. Council will note that the CoM believe the council should get the separate costings done for what it would cost to implement what has been stated in the access report 				<ul style="list-style-type: none"> Given the constraints of the site – if we were to fully rebuild a new building you would be still left with the limitations of the site e.g. unlikely to get parking at the site for staff and visitors (not to the same level as a new site) 				
3. Centres that service the local area and promote healthy travel to centres.	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Would be better for some local families and worse for other depending where the centre was located 	<ul style="list-style-type: none"> Reduces 		
CoM Questions & Comments							<ul style="list-style-type: none"> Better to say unknown here 	<ul style="list-style-type: none"> This does not ‘reduce’ it ‘does not meet’. 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
Council responses to questions	•	•	•	•	•	•	• Better to say ‘depends where the site would be’	• Noted		
4. Provides families access to a variety of models and scale of centres.	• Meets	• Meets	• Meets	• Meets	• Meets	• Meets	• Would provide continued variety of models, may reduce variety of scale depending on size of building	• Reduces		
CoM Questions & Comments	•	•	•	•	•	•	•	• This does not reduce it ‘does not meet’		
Council responses to questions	•	•	•	•	•	•	•	• Noted		
5. Maximises funding opportunities from state or federal governments. From CoM: Should include here local government/CoP P available funding too. Officers can’t change this criteria it was set by Council	• Meets – would be eligible to be included in Partnership Agreement Funding through VSBA	• Meets – would be eligible to be included in Partnership Agreement Funding through VSBA	• Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA • Would only be eligible for individual funding under the Building Blocks Guidelines	• Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA • Would only be eligible for individual funding under the Building Blocks Guidelines	• Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA • Would only be eligible for individual funding under the Building Blocks Guidelines	• Meets – would be eligible to be included in Partnership Agreement Funding through VSBA	• Meets – would be eligible to be included in Partnership Agreement Funding through VSBA	• Meets – would be eligible to be included in Partnership Agreement Funding through VSBA		
CoM Questions & Comments	• What is the Partnership Agreement Funding? Please provide details as we are not aware of what this involves. Yes, what is the difference between the VSBA agreements and building blocks? Please explain	•	•	•	•	•	•	• How is this possible? Under this option the centre would be closed.		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
Council responses to questions	<ul style="list-style-type: none"> There is an option from the VSBA that there is a partnership agreement with councils (only available to councils) that would be a 10 yr agreement that allows greater funding and more flexibility with how the funding is applied. Maximising this funding comes through these agreements (this comes through on the following options 1, 2, 6, 7, 8) Important to note that any options where the CoM take over won't be eligible for this funding. 							<ul style="list-style-type: none"> Answered under Option 1. Council would not get the maximum funding but all funding would be used across other centres. 		
6. Broader community benefit including gender considerations.	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice More accessible and fit-for-purpose building 	<ul style="list-style-type: none"> Retains social value and connectedness to existing centre. Retains current service choice Compromised building limits accessibility and inclusion (Likely to impact women and boys more than men and girls as workforce is primarily women and boys have higher rates of disability). 	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice Sets precedent for gifting facilities which may be unaffordable to Council in long-term 	<ul style="list-style-type: none"> Retains social value connectedness to existing centre. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connectedness to existing location. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connectedness to existing service. Retains current service choice Accessible and fit-for-purpose building is inclusive for all 	<ul style="list-style-type: none"> Impact on primarily female workforce. Mitigations could include accessing employment related support opportunities and training for staff impacted. Women are more likely than men not to work or reduce work if childcare is unavailable. Mitigated by available supply. 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
CoM Questions & Comments	•	<ul style="list-style-type: none"> More accessible building can be achieved here as well 	•	•	•	•	•	<ul style="list-style-type: none"> These are not the only issues under this option. Once again the loss of social value and connectedness and the losses of the current service choice have been ignored. These are significant impact. 		
Council responses to questions	•	<ul style="list-style-type: none"> Noted 	•	•	•	•	•	<ul style="list-style-type: none"> Noted. This is correct as this assessment has only looks at gender – we will include the other community benefits and losses as noted. 		
7. Alignment with Council’s adopted policies (Every Child Our Future, Property Policy, Asset Management Policy, Access and Inclusion Plan)	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Partial May not sufficiently meet policies around fit for purpose, meeting legislative and building compliance, financial sustainability and commitment to improve the equitable participation and inclusion for people with disability within our community 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Partial May need to validate that there is community need cannot be met in any other way as per <i>Every Child, Our Future and financial sustainability of Asset Management Policy.</i> 	<ul style="list-style-type: none"> Partial Meets with the exception of access to a variety of models and scale of centres which is already mentioned above 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
CoM Questions & Comments	•	<ul style="list-style-type: none"> Given the CoPP are yet to do the work required to ascertain what the ‘rehabilitation’ option would look like it is unclear how an assessment can be made for this option. What is the basis for the financial sustainability? 	•	•	•	•	•	<ul style="list-style-type: none"> please explain how the closure of the centre ‘partially’ meets these policies. I would have assumed that closure of the service would ‘not meet’ the policies in place. Please spell out which policies it does and doesn’t meet 		
Council responses to questions	•	<ul style="list-style-type: none"> We will correct this by saying ‘assuming the work is done’ Financial sustainability means the overall cost to council. Compared to other options it delivers less value for money Notes that the work here has not yet been done 	•	•	•	•	•	<ul style="list-style-type: none"> It would be clearer if it says ‘meets some of the policies’. It would meet the policy of ‘fit for purpose buildings’, ‘access and inclusion plans’ (for example) but may not meet all policies. And that policy re: access to a variety of models and scale – it would not meet these Council will add in the policies it meets and which it doesn’t meet 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
8. Cost	<ul style="list-style-type: none"> Can be expected to be greater than full replacement cost. 	<ul style="list-style-type: none"> Compliance upgrades will be forced by the remediation work. Major compliance upgrades will be forced by the remediation work Limiting the renewal of the facility has maintenance and capital cost consequences given its life stage. 	<ul style="list-style-type: none"> Proceeds of sale not available to be reinvested in the children’s services portfolio. Depends on capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> Capacity of committee to fund the purchase. Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> Capacity of committee to fund the purchase. Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. Council unlikely to realise the full value of asset Proceeds of sale not available to be reinvested in the children’s services portfolio. 	<ul style="list-style-type: none"> The inherent constraints of the site limit the functional and capacity potential of any development, including a rebuild. 	<ul style="list-style-type: none"> Major cost to purchase land unless gifted or provided funds to purchase by state or federal government Additional due diligence, transaction and project management costs, though relatively minor. 	<ul style="list-style-type: none"> Proceeds of sale reinvested in the children’s services portfolio. 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
CoM Questions & Comments	<ul style="list-style-type: none"> What is the basis for this comment? Where are the costings for a full renovation? More than full replacement - I find that hard to imagine. Surely building a new centre is more costly? What do you mean by replacement cost? If we did do the demolish and rebuild does it mean there would still be no carparking ie. No underground basement? 	<ul style="list-style-type: none"> What do you mean by compliance upgrades? Please provide examples. Second point repeats the point above. Which is it? These examples come under the criteria about cost – the CoM note that the work on costs has not yet been done fully and the CoM would like more detailed costings on this before a decision is made From the reports there are several risks identified for all 3 centres (various audits) and these have identified critical emergency related updates that need to be done regardless of the decision on the bigger question – these issues need to be fixed - when will the works begin? (eg. Tripping hazards, gates not locking, doors no locking) 					<ul style="list-style-type: none"> Why could the proceeds of the sale of the existing site not be used for this cost? This is a bit of an unknown until a site is chosen 			

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
Council responses to questions	<ul style="list-style-type: none"> Often it is the case that it is cheaper to rebuild than renovate because the work involves upgrading the building to meet current standards (eg. Large parts would need to be gutted/removed). There is not a lot of current building we would keep to do the renovations in the first place. The second issue in doing the work you are undertaking renewal, without doing this we are not setting the building up to get the life we need from the investment. These 2 things together mean significant cost. Also keep in mind ‘speed’ it will be significantly quicker through rebuild rather than renovation (where there are more chances for surprises along the way) – this also impacts costs. Very significant cost to do a basement carpark on this site – and council would be required to put a basement carpark in this site if it is renovated 	<ul style="list-style-type: none"> We will strike out the first point Compliance is in relation to the building codes Compliance upgrades get triggered by several factors – if we are to renovate 50% of the building then it triggers the code, if we are to do a minor upgrade to improve disability access (eg. A new toilet) its not just this toilet that needs an upgrade it’s the whole pathway to that toilet for example. Example: walls in the existing building do not meet the current fire code, windows do not meet current upgrade, for the use we might not need to but for compliance it doesn’t All of the immediate risks are either being actioned or have been actioned 					<ul style="list-style-type: none"> They would but the land would cost more than that We would be buying something that would enable us to increase the size (i.e. a larger site) We can say this is unknown until a site is chosen 			

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
9.Feasibility/Delivery risk	<ul style="list-style-type: none"> Building permit risk/uncertainty. Town planning permit risk. 	<ul style="list-style-type: none"> The outcome depends on level of work undertaken by CoM. Risks not meeting the intent of the Disability Discrimination Act. 	<ul style="list-style-type: none"> Outcomes depends on the level of work undertaken by Commitment of Management The outcome depends on level of work undertaken by CoM. Capability of Committee to meet the landlord obligations. Does not readily meet the Best Practice guidelines for transfer of Council land. 	<ul style="list-style-type: none"> Requires another intention to sell process The outcome depends on level of work undertaken by CoM. Does not readily meet the Best Practice guidelines for transfer of Council land. Removes ability for Council to test best price outcome for sale of public land through an open market process 	<ul style="list-style-type: none"> Requires another intention to sell process Additional transaction complexity due to need for a repayment agreement over a likely long timeline of transaction Does not readily meet the Best Practice guidelines for transfer of Council land. Lack of competitive tension is not conducive to achieving a satisfactory or efficient transaction for the City. 	<ul style="list-style-type: none"> Town planning permit risk. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		
CoM Questions & Comments	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Why is the level of work undertaken by CoM relevant to this option? Under this option Council retains ownership and responsibility for the building Again, what does 'not meeting the intent' mean? Either the building complies or it doesn't. The intent appears irrelevant. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Can we please see the Best Practice guidelines? 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Please explain further as this appears to be something within the control of the CoPP. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		
Council responses to questions	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Removing the first dot point under this option it is repeated under Option 3 Second point noted above 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> https://www.mav.asn.au/what-we-do/governance-legislation/advice-interpretation/best-practice-guidelines 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> It would be illegal for us to not meet requirements 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
10. Level of disruption to services while works are being undertaken.	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> As works will ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow for relocation disruption. Could be timed for end of year to minimise disruption 	<ul style="list-style-type: none"> 		
CoM Questions & Comments	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> How can a rehabilitation take as long as either a full renovation or total rebuild? Please provide a basis for this. We need to clarify that this 2 years represents timeframe to rehabilitate whilst also ensuring minimal disruption to the operation of the Centre. So it might be a 2 year staged project 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> What is the basis for the two year timeframe? How have services been able to continue at Bubup whilst renovating? Is it a building site for 2 years or is this project length?

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options		Across all options
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?	
Council responses to questions	•	<ul style="list-style-type: none"> The CoM has outlined to their submission to Council – that it will take less time and in a staged process – to enable the continued service of the centre 	•	•	•	•	•	•		<ul style="list-style-type: none"> The works in any of the options are substantial – we need to time this to minimise disruption to the service i.e. making the site available after the end of the school calendar year (January) – this is not very convenient to the builder, we have to allow some contingency. Therefore 2 years seems reasonable (worst case scenario) but very unlikely to get it done in 1 year Bubup (Pt Melb) renovations were all external The 2 years is when it is getting ready to be a construction site and then finish (shutting of the site for 2 years) We can’t give uncertain timeframes to give certainty to the families

PROPOSED OPTION 9

Under this option Council would **transfer ownership of the three centres to a newly created trust** which would then become responsible for the management and governance of the three centres. A board of directors of the trust would be formed with representative from each of the centres, in addition to a current councillor at the City of Port Phillip and additional non-executive directors who have relevant experience in relation to business management, asset management and early childhood education. This board would effectively sit above the committees of management at each of the three centres. This option is based on a similar model used by the City of Port Phillip in relation to social housing which led to the creation of Housing First. The Avenue is keen to explore this option further with the CoPP, including by gaining further insight into the mechanics of setting up a structure similar to that of Housing First.

CoM comments: this is a concept without detail and the CoM would like to know how Housing First works and how such an idea like this might work. The other attraction of this was the pooling of resources across the centres and removing risk from across the centres for the level of work undertaken by the CoM (key person risk) and therefore creating a more robust governance structure. Services like these 3 services are very valuable and even though you can't put a monetary value on this they are incredibly valuable. Once these buildings are gone they will never come back. This is very upsetting to many members of the community.

This option also provides an opportunity for council to step away from childcare centres and this is a way to help you remove that from your 'sheet'.

Council response:

You could form a trust that has sole responsibility, and the committees would become advisory – we would need to be mindful of the governance approach to this

The criteria assessment would be similar to the other models where the CoM take over the running except for the cost – this involves Council handing away \$7-9 million of assets and therefore wouldn't meet the financial criteria

Under this option: how will the upgrades to the buildings how does that get funded under this option (answer from CoM: could come from grants, loans etc – they haven't gotten into the detail as it is a concept, the value to council is that the centre maintains the service to the community)

The Port Phillip Housing Trust gets funding – how does it get this? They are completely different funding sources – bulk of funding is rent paid by tenants (affordable (75% of market rent) or social rent) and state government grants to do building. The rents cover the maintenance and renewal of the properties and some servicing of debt. Quite a different model to the above. Income would be fees paid by parents and any funding grants you can get.

Council will share some information with the CoM about the trust and the Glen Eira models

Council has recently recommitted to continue working in childcare and providing childcare centres

ACTIONS:

27 April – feedback on preferences from The Avenue CoM

18 May – Council meeting to consider feedback from consultation & have your say submissions

Late June – Council to work with officers

Tony to share info on Trusts & Glen Eira example

CHILDCARE PORTFOLIO IMPROVEMENT OPTION ANALYSIS

Key Assumptions:

- Council will progress with seeking funding support for all centres.
- Each option includes developing a contemporary, expanded North St Kilda Children's Centre from a 77 licenced place centre to up to 121 places.
- The options for consideration are consistent with Council's resolution and reflect discussion with Committees of Management.
- The options will be considered against the principles endorsed by Council
- Any clarifying points or additions to the principles suggested by officers are indicated in blue text.
- Any option that involves a sale of one or more centres would see the proceeds of the sale of any childcare facility be used to fund further improvements within Council's portfolio of early education and care facilities.
- Any viable actions and associated costs to mitigate uncertainty and disruption to services will be factored into each option.

What options are under consideration?

At the Council meeting on 2 March 2022, Council requested the CEO expedite the report on the engagement and feedback received on the proposed sale of the three early childhood centres and provide a report to Council on possible options including and not limited to consideration of upgrade/refurbishment, rebuilding, relocation, lease to own arrangements, community purchase.

Nine possible options have been identified, including options put forward by Committees of Management, under the headings of:

- **Council retains as childcare asset** – either by Option 1) Full renovation of asset to ensure compliance or Option 2) Extend Life by providing basic upgrades and compliance, without major structural improvements excepting those that are required by regulations.
- **Community purchases for use as childcare** and takes on full responsibility for maintenance and repairs – either by Option 3) Council gifting the property to the CoM, Option 4) Council agreeing a purchase price with the Committee of Management or Option 5) Council enters a "lease to own" arrangement with the Committee of Management
- **New build** – Build a purpose-built childcare centre (in addition to the expansion of North St Kilda Children's Centre) by either Option 6) demolishing existing asset and rebuilding on site or Option 7) Relocating to an alternative site
- **Other options** – Option 8) presents the original proposal and Option 9) enables Committees of Management to identify any other alternative options.
- **All but one of the options (rebuild on site) have been assessed as viable by officers.**

Refer to Table 1 for a more detailed description.

Information available to discuss each option:

- Indicative costings based on Council estimates. Note if a centre disagrees with this costing it will be noted in the analysis when presented to Council.
- Timeframe for implementing each option including how long each centre is likely to be closed
- Number of licensed places delivered by the proposal
- Eligibility for other forms of funding
- Any risks and feasibility issues associated with options (for example heritage constraints)

Table 1: Detailed description of options under consideration

Option type	Option	Description
Council retains as childcare asset	Option 1. Fully renovate	An essentially new facility within the framework of the old one. The asset is not merely fully repaired, but: <ul style="list-style-type: none"> - largely renewed; - upgraded to the current compliance standards (including disability access); & - upgraded to contemporary functional standards
	Option 2. Rehabilitate	A less substantial renovation. It includes major repair, and only the compliance upgrades necessitated by that repair. It includes limited functional upgrades.
Community purchases for use as childcare	Option 3. Gift property to Committee of Management (CoM)	This would involve Council gifting the property to the CoM. The costs and risks of ownership would become the responsibility of the CoM.
	Option 4. Negotiate sale to CoM at market value	This would involve selling the property at a negotiated market value to the CoM. The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
	Option 5. Lease to own arrangement with CoM (as per proposal provided by The Avenue Committee of Management)	This would involve agreeing a purchase price for the building. The CoM would make an initial payment and then ongoing payments for an extended period (e.g. 15 years). The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
New build	Option 6. Rebuild on site	This would involve demolishing existing asset and rebuilding a purpose-built childcare on the current site.
	Option 7. Relocate to rebuild	This would involve locating an alternative site and rebuilding a new purpose-built centre. <i>This would require the sale of one or more centres.</i>
Other options	Option 8. Current proposal	This would involve selling all three sites to the market and reinvesting proceeds into early education and care facilities
	Option 9. Any others?	CoMs are invited to propose an alternative option for consideration.

OPTIONS & CONSIDERATIONS

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options	
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?
Is this viable?	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> No 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	
1. No permanent loss of the total places in council operated or community managed centres in Elwood, East St Kilda or St Kilda as reported in the KISP.	<ul style="list-style-type: none"> A modest increase in places may result. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> Inconsistent with heritage value and policy. 	<ul style="list-style-type: none"> This could be set to ensure that at a minimum there would be no net loss of places 	<ul style="list-style-type: none"> 39 places lost from sale of 46 Tennyson Street, Elwood. This would be offset by up to 44 additional places created at Nth St Kilda. The proposal for sale of all three centres would see a net loss of 79 places overall. 	
2. Buildings to be fit for purpose and compliant with any regulatory requirements, including disability access , OHS and Essential Safety Measures .	<ul style="list-style-type: none"> Due to age of building, compliance upgrades and renewal are very significant. 	<ul style="list-style-type: none"> Challenging to achieve compliance with intent of <i>Disability Discrimination Act</i> without major works. Functionality compromises affect future readiness. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the Committee, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Meets, though with functionality and capacity limitations. 	<ul style="list-style-type: none"> Can meet. 	<ul style="list-style-type: none"> Not applicable. 	
3. Centres that service the local area and promote healthy travel to centres.	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Would be better for some local families and worse for other depending where the centre was located 	<ul style="list-style-type: none"> Reduces 	
4. Provides families access to a variety of models and scale of centres.	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Would provide continued variety of models, may reduce variety of scale depending on size of building 	<ul style="list-style-type: none"> Reduces 	

<p>5. Maximises funding opportunities from state or federal governments.</p>	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement Funding through VSBA 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement Funding through VSBA 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA Would only be eligible for individual funding under the Building Blocks Guidelines 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA Would only be eligible for individual funding under the Building Blocks Guidelines 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership Agreement Funding through VSBA Would only be eligible for individual funding under the Building Blocks Guidelines 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement Funding through VSBA 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement Funding through VSBA 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement Funding through VSBA 	
<p>6. Broader community benefit including gender considerations.</p>	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice More accessible and fit-for-purpose building 	<ul style="list-style-type: none"> Retains social value and connectedness to existing centre. Retains current service choice Compromised building limits accessibility and inclusion (Likely to impact women and boys more than men and girls as workforce is primarily women and boys have higher rates of disability). 	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice Sets precedent for gifting facilities which may be unaffordable to Council in long-term 	<ul style="list-style-type: none"> Retains social value connectedness to existing centre. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connection to existing centre. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connectedness to existing location. Retains current service choice 	<ul style="list-style-type: none"> Retains social value and connectedness to existing service. Retains current service choice Accessible and fit-for-purpose building is inclusive for all 	<ul style="list-style-type: none"> Impact on primarily female workforce. Mitigations could include accessing employment related support opportunities and training for staff impacted. Women are more likely than men not to work or reduce work if childcare is unavailable. Mitigated by available supply. 	
<p>7. Alignment with Council’s adopted policies (Every Child Our Future, Property Policy, Asset Management Policy, Access and Inclusion Plan)</p>	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Partial May not sufficiently meet policies around fit for purpose, meeting legislative and building compliance, financial sustainability and commitment to improve the 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Partial May need to validate that there is community need cannot be met in any other way as per <i>Every Child, Our Future and financial sustainability of</i> 	<ul style="list-style-type: none"> Partial Meets with the exception of access to a variety of models and scale of centres which is already mentioned above 	

		equitable participation and inclusion for people with disability within our community					<i>Asset Management Policy.</i>		
8. Cost	<ul style="list-style-type: none"> Can be expected to be greater than full replacement cost. 	<ul style="list-style-type: none"> Major compliance upgrades will be forced by the remediation work Limiting the renewal of the facility has maintenance and capital cost consequences given its life stage. 	<ul style="list-style-type: none"> Proceeds of sale not available to be reinvested in the children's services portfolio. Depends on capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> Capacity of committee to fund the purchase. Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> Capacity of committee to fund the purchase. Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. Council unlikely to realise the full value of asset Proceeds of sale not available to be reinvested in the children's services portfolio. 	<ul style="list-style-type: none"> The inherent constraints of the site limit the functional and capacity potential of any development, including a rebuild. 	<ul style="list-style-type: none"> Major cost to purchase land unless gifted or provided funds to purchase by state or federal government Additional due diligence, transaction and project management costs, though relatively minor. 	<ul style="list-style-type: none"> Proceeds of sale reinvested in the children's services portfolio. 	
9. Feasibility/Delivery risk	<ul style="list-style-type: none"> Building permit risk/uncertainty. Town planning permit risk. 	<ul style="list-style-type: none"> The outcome depends on level of work undertaken by CoM. Risks not meeting the intent of the Disability Discrimination Act. 	<ul style="list-style-type: none"> Outcomes depends on the level of work undertaken by Commitment of Management The outcome depends on level of work undertaken by CoM. Capability of Committee to meet the landlord obligations. 	<ul style="list-style-type: none"> Requires another intention to sell process The outcome depends on level of work undertaken by CoM. Does not readily meet the Best Practice guidelines for transfer of Council land. Removes ability for Council to test best price 	<ul style="list-style-type: none"> Requires another intention to sell process Additional transaction complexity due to need for a repayment agreement over a likely long timeline of transaction Does not readily meet the Best Practice guidelines for 	<ul style="list-style-type: none"> Town planning permit risk. 			

			<ul style="list-style-type: none"> Does not readily meet the Best Practice guidelines for transfer of Council land. 	<p>outcome for sale of public land through an open market process</p>	<p>transfer of Council land.</p> <ul style="list-style-type: none"> Lack of competitive tension is not conducive to achieving a satisfactory or efficient transaction for the City. 				
<p>10. Level of disruption to services while works are being undertaken.</p>	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> As works will ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow for relocation disruption. Could be timed for end of year to minimise disruption 		

Second Consultation Session – 12 April 2022

Questions from ECC CoM with CoPP responses/comments

Option type	Option	Questions from ECC – provided prior to session	Council responses – provided during the consultation session
Council retains as childcare asset	Option 1. Fully renovate	<p>1. We assume that the question of whether officers would recommend this option to Councillors is largely contingent on State and/or Federal funding being made available, is that correct? The CoM assumed that this would be largely contingent on whether they do get funding because these renovations would be costly is this correct (funding is the most significant)</p>	<p>1. This exercise is mainly about getting the COMs feedback on each option. When preparing an options analysis for Council, officers would look at the points raised in the documents that were sent, including funding. This is a process of getting your feedback on assessment. Funding available would be included as one of the criteria for assessment and would be included for a number of options. In terms of what option goes up to council will depend on Councillor's decisions. Funding is a significant consideration for Option 1. Funding also has a bearing on another of other options.</p>
		<p>2. Please could we get an update on the status of negotiations for State funding via the VSBA? And a timeline of when CoPP will likely have a firm figure from VSBA? And following that, a timeline on when a final answer on whether this funding will be sufficient for the recommendations to Councillors to be the use of this funding for renovation to 46 Tennyson St?</p>	<p>2. Can provide high level feedback - they are going well. But there are confidentiality needs for this process, there is highly sensitive information and if shared then this will be seen as prejudicial against Council. Timing of this conversation – as quick as possible but optimistically one month, likely 1-2 months unless something happens (hard to say). This is funding over a period of time and they have asked us to put forward a range of options and they have asked us to assess these options – number of spaces for example will determine the amount of funding. Council can provide the guidelines. Timeframes we cannot know what these will be. It can still fall over in the long run – the most optimistic timeline will be a month. Confidentiality processes like this are standard in these sort of negotiations– because they are without prejudice and confidential – which allows you to explore ideas, they are free to change their mind as are Council.</p>
		<p>3. Also, has the CoPP been lobbying Federal Government candidates in upcoming election for commitments on funding? What is the status of these negotiations?</p>	<p>3. Yes Council has written to the federal minister (last week) and there is a lobbying sheet on the website with the Council's asks for all those running for the election (CoM: can we updated if they get back to you – Council response: yes we will)</p>
		<p>4. What is the cost of this option? Was there flexibility in these costings for the play areas?</p>	<p>4. General guidance on what full renovate would mean (eg. Buildings not so much the play areas) ref: Yield scheme with costs (this is indicative and early stage to identify potential yield) and references \$2.4 million (exclusive of GST) or \$2.64 million (inc. GST) - this does not include upgrades to the play areas just what is drawn. Therefore, the full development costs will be larger than for these drawings. Please do not reference the document that says 'Indicative building works 2016' as does not meet disability compliance requirements. There will be other development costs above that referenced above.</p>
	Option 2. Rehabilitate	<p>1. Again, we would assume that for Council Officers to make a recommendation to Councillors to take up this option that it would be largely contingent on State and/or Federal funding. Please confirm?</p>	<p>1. As above</p>
		<p>2. Please could we get an update on the status of negotiations for funding via the VSBA? And a timeline of when CoPP will likely have a firm figure from VSBA, and then when a final answer on whether this funding will be sufficient for the recommendations to Councillors to be the use of this funding for this rehabilitation option?</p>	<p>2. As above</p>
		<p>3. Also, has the CoPP been lobbying Federal Government candidates in upcoming election for commitments on funding? What is the status of these negotiations?</p>	<p>3. As above</p>
		<p>4. Is this 'rehabilitation' option based on the indicative works posted to the HYS website?</p> <p>a) If so, we would request that officers consult with the CoM on design for best functionality (the drawings in the indicative works are not supported by the CoM).</p>	<p>4. Yes it takes the same document as above but slightly descoped – eg. Whittle it down on the functional upgrades – removing certain elements to satisfy a rehabilitation design, could have reduced spaces (as another example), modification to the kitchen layout – Will you be happy for the next 50 years with these descoped elements? Whilst funding is important – regardless of funding greater compliance and gives us 35 years of life is of more importance that funding</p> <p>a) yes very reasonable if we get to this decision – all we are doing right now is getting early idea of costs and ideas b) This is an options analysis not final drawings</p>

	<p>b) If not, then how can officer make a claim that this option would not align with councils other policies, etc.</p> <p>c) Don't understand where it doesn't align with councils other policies – I don't know how you come to this conclusion without having an actual plan – how do you assess this without a more detailed plan?</p>	<p>c) it's the heritage building and the other site constraints that are the fundamental site issues rather than the drawings. E.g. We can see that there is no way to manage and monitor visitor control – this is an inherent issue of the building. The size of the site means the existing footprint of the building you have restricted ability to do an all-abilities playground for example as it requires more space</p>
	<p>5. We note that for this option there is a claim that it would be “Challenging to achieve compliance with intent of Disability Discrimination Act without major works.” What evidence do you have to substantiate this claim? What are these challenges exactly?</p> <p>(A) (Added in session) The disability access audit – it doesn't provide solutions that are responsive to the operations of the service in detail either in the schematic design, the audit or where costs could be saved going forward. Not everything in the Act is relevant to the service in every situation. Costs could be mitigated and we are looking at something that goes above and beyond what we need. It sounds like most of the items in the access audit can be easily remedied and there are other bigger ticket items is that right? (eg. Bathroom and lift). This makes us wonder if there was a descoped option as to whether the lift would be required? \$2.4million + is a big cost – this could escalate – that is a figure seeing costed in Feb (we are now 4.5 months past this proposal) we are still seeing that number – we expect to see this broken down from a cost, user and time perspective – do you think that's fair? The DDA compliance works and how they come into play are confusing for the CoM.</p> <p>(B) (Added in session) Are you saying we don't have the space for an all-access playground? (Comment to response: CoM is not disagreeing with the expert opinion we are just trying to understand and find out what this all means). The COM says that they currently have the space is they do not increase the spaces in the centre (inside spaces). Is this a major hurdle and an open-ended cost?</p>	<p>5. HYS 'Access Audit' document lists well over 100 issues relating to non-compliance with the building at the moment. A lot of these are fairly readily easy to address – others are more major eg. Lift and accessible toilets and these also trigger other major works eg. Enlarging a bathroom for disability access the pathways to and from that bathroom would also need to be upgrade under the building code.</p> <p>(A) We have an audit of an existing building and it is non-compliant this applies to a new build. Right now we don't have a scheme to put before a building surveyor so there are no solutions to provide at this stage – it would be premature. Council will note that these solutions in detail are not there yet. Example: Ramping, movement around space take up more room than a normal play space. Fit for purpose buildings requires it to be available for all-abilities and this applies to the outdoor spaces as well. Expert advice says that these areas require more space. Many of the disability non-compliances would be easy to address (eg. Light switch heights). Cumulatively there are a lot of these smaller items. The bigger items like the lift and the bathrooms. Council as owner has a different risk appetite than others on this. Detailed costings are not required at this time to help council to decide which option to progress. When that option is decided then more detail. If Council decide for more information before decision-making then we can do that on their direction. We are at high-level concepts back to council to help them to decide what to progress. More likely to achieve better DDA compliance with the option of full renovation.</p> <p>(B) No we are not saying that an all access playspace can't be gained on this site - it only becomes more difficult when the building takes on more spaces –any development that increases space for kids will reduce the area outside including for kids and adults with disabilities. The basis of KISP is on increasing kindergarten spaces – the proposal of reduced spaces will not attract much in terms of other funding.</p>
	<p>6. We note that for this option there is a claim that it would require allowance of “up to two years” - the same as the full renovation option. Please explain why the expected disruption is the same as for a full renovation? Also, what is meant by “disruption”? The CoM understands that works have been staged in other similar projects (e.g. State schools, and also Bubup Nairm) - please can we discuss staged works and decanting options to allow service to remain functional (otherwise important connections and social value is lost and requires rebuild). The COM would like to explore the decanting options to ensure continuation of service – have you spoken to other people who need to do that? Eg. Schools?</p>	<p>6. We can't see how we can do the works without it becoming a building site. Bubup Nairm is external works (removing flammable cladding and further works on the rotting timber on the eaves) only (no internal works) and this is being managed. Schools are not comparable. They are large and have the options of closing off buildings. This is not an option here.</p> <p>The practicalities of locating families during that period is an issue during period of renovation. Our understanding is that would need to go for a full school year – this would need a start date at the end of a school year and then go through the following year. There is also a risk that the works take longer and if people expect to come back and they can't within a year this causes problems too.</p> <p>We would love to say this would not be disruptive and you could keep operating – we would like to give you clear guidance about when you can close and come back - the best we can say is 2 full calendar years to make sure the work is done – allows for appropriate contingencies and setup for the builder etc. we don't want to cut that time short and give you unrealistic timeframes. We would be working with a very old building, there will be surprises and there will be a lot of work to get it compliant and by its nature it will take longer (age, soil contamination etc). Even if we thought it was possible to do in 1 year – there are too many risks.</p> <p>We are not sure that decanting is an option as it will be hard to find places. It would be difficult to go to other places and ask people to take people for half the year.</p>

		7. Why do officers believe that this option cannot achieve the same level of access as the full renovation option?	7. Its inherent in the definition of 'rehabilitation' – we would only be doing the upgrades that are needed for the repair work including for the compliance. It would meet the requirements of the building code and the Australian standards(National Construction Code) for buildings for people with disability (these are prescriptive), but it wouldn't meet the intent of the disability discrimination Act which is a complaint-based Act (not prescriptive). (eg. Play area would not be achieved under a rehabilitation option but would be achieved under a full renovate option). It is possible that it is compliant under the building code but it would not be lawful against the DDA
		8. Please explain this claim: "Compromised building limits accessibility and inclusion (Likely to impact women and boys more than men and girls as workforce is primarily women and boys have higher rates of disability)." We would appreciate some specifics and examples.	8. This has been very clumsily expressed. There will be a separate gender impact assessment as part of the documentation that will go to Council. The biggest impact if closed is on staff. The next impact would be on women due to childcare places – which goes to finding places for the children elsewhere. Council need to consider gender intersectionality with other areas such as indigeneity (Spelling) and disability. This intersectionality (if greater) has a greater impact.
		9. We note the claim that: "Major compliance upgrades, will be forced by remediation work". Please can you clarify how this is the case by that at the same time access and inclusion requirements would still not be met. The document needs to be clear what requirements need to be met – it was confusing when reading it – eg. Triggers compliance but won't meet requirements.	9. As above. We will take on the feedback about the confusion. Both DDA and Building Code reqts will both need to be considered.
		10. An all-abilities play space needs more area than a normal playspace – please explain this	10. Ramping, movement around space take up more room than a normal play space. Fit for purpose buildings requires it to be available for all-abilities and this applies to the outdoor spaces as well. Expert advice says that these areas require more space. If uncertain of this we can note that this and provide that to Councillors.
Community purchases for use as childcare	Option 3. Gift property to Committee of Management (CoM)	1. What does a 'gifting' model look like? For instance: <ul style="list-style-type: none"> a) Who retains the title of the property? b) Who covers payment of rates in this scenario? c) What happens to previously paid maintenance and infrastructure levies paid by ECC that have not be used? d) Would ECC have the choice whether to continue using the council waitlist? e) Do officers know whether ECC could then be eligible to apply to VSBA for Building Blocks funding as a not-for-profit? f) In officer's eyes, is this a realistic outcome (understand it is viable)? Would you look at doing this to all 3 centres or individual? Is it more likely to happen if all 3 wanted to go down that path? 	<ul style="list-style-type: none"> a) The entity who runs the centre with a caveat which prevents you selling it – if sold, funds go back to council b) The CoM/the entity c) Negotiated d) Negotiated – not sure if any other NFPs use it (will take this on notice). There will be a centralised waitlist for 3yo kinder (private and public). If you wanted to use it you could. e) No not eligible – Building block grants are only being negotiated with councils. They might negotiate with large providers with a history of delivering other projects. You would be eligible for individual funding according to the guidelines up to \$500,000 with an uplift of 22 places (see the letter from the Minster). They are the guidelines to the maximum amount of funding not the minimum. f) Yes it can occur (it has happened in other places) – we would have to weigh up the issues that the building may not be at the same standard, risk that you may 'fall over' i.e... run the centre and bear the cost of doing there maintenance and upgrades, and risk of the loss of the service for council. Council would consider whether you have capacity and capability to take this on. Council would listen to the CoM's if all 3 came to them. <p>Concept would be that it is no longer part of council because it lowers Council's risk.</p>
	Option 4. Negotiate sale to CoM at market value	Are officers able to confirm likely market value of this property? Payment of market value for this property is likely not feasible for ECC.	No council does not have a market valuation to provide you – it is not our process to provide valuation for properties that are the subject of a potential sale. You are welcome to carry out your own market assessment. Both parties usually get two valuations and then there is negotiation around those.
	Option 5. Lease to own arrangement with CoM (as per proposal provided by The Avenue	1. What would be the basis for the calculation of the purchase price in this scenario? The purchase price would be a significant factor in whether this option was feasible for ECC. 2. What would this model look like? For instance: <ul style="list-style-type: none"> a) When would transfer of title take place? And would there be caveats on the use of the property? 	<ul style="list-style-type: none"> 1. Market price less a negotiated amount for money that had been put in for maintenance and infrastructure 2. (a) Payments would be over a period over 10-15 years which would be equivalent to market prices as agreed. Title would transfer at the start of the payment period. And there would still be caveats on the use of the property. (b) yes

	Committee of Management)	b) Could a different repayment period be negotiated than what has been suggested?	
New build	Option 6. Rebuild on site	How much different is this option from Option 1?	This involves bull dozing and rebuilding – not possible because of heritage – therefore not viable
	Option 7. Relocate to rebuild	1. The CoM notes that this would present the least disruption to children, families and staff - as building of the new centre could occur prior to relocation.	1. Taken as a comment
		2. We note the claim that this would be a “major cost to purchase land..”, but would this not be almost completely off-set by the later sale of the current property? If so, then we would like this to be included in the document presented to Councillors. Could this be said that is it partially offset by the sale?	2. NO. The price of land would outweigh money received from sale. It will be highly unlikely that we would pay less for the new piece of land. This block is under 700 m2 under heritage constrained site – we would need it to be larger and heritage constrained. Yes we can say that it would be partially offset by the sale of the site.
	3. We note the claim: “May need to validate that the community need cannot be met in any other way” and ask whether this need has not already been demonstrated via strong public objection to closure of centre (evidenced by rally attendance and petition) as well as State and Council modelling in regard to demand in coming years.	3. This will be noted	
Other options	Option 8. Current proposal (To sell the centre)	We note the statement: “Proceeds of sale are reinvested into childcare portfolio.” Please can we ask whether the proceeds from the sale of the semi-recent York St kindergarten were similarly reinvested into the childcare portfolio?	No the intent in that sale was to invest the proceeds of the potential sale into a fund for the improvement of the general portfolio not specifically for childcare. In this one it would be specifically for the infrastructure levy and use it specifically for the development of the childcare portfolio.
	Option 9. Any others?	1. An extension upon the ‘gifting’ option, where all three properties are ‘gifted’ and a professional Board for oversight is created across all three. (Or join an existing entity that does this)	1. Its whether you want to own and manage the assets or whether you want to manage the operations and running of the centres or both. There is Glen Eira kindergarten Association – has been very successful – it operates all the centres (payroll etc) and works with the Committees of each kindergarten (17 under this model) they do not have the buildings though (some are church and some are council) so this is an option that could be explored. This is a good option to explore regardless of what happens to the buildings because it would be more efficient it would take the pressure off volunteer committees and then work with the centres to do the advisory re: curriculums etc. If it was taking over the buildings (eg. \$10m of assets) there would need to be a strong argument to council that this was a better option than council owning them and if it is a better option against the other options. You would also need to demonstrate that that entity has capacity and capability to take on this task.
		2. At the moment we know that some funding is a significant factor in options 1, 2 and 7 so it seems that unless we get funding then the only other options are what? What would we have to demonstrate for this option?	2. You would have to demonstrate its of value against the base case (better than selling) b/c if it 3 centres there is significant council assets handed over, demonstrate that you are capable to do the renovations and then can run them (satisfied that it can continue to run as a childcare centre)
		3. Is this still realistic?	3. Council can’t hand over this amount of assets without a very strong business case
	4. Where is this process do we get to say we want to explore this – concerned that things are going to happen and we haven’t had the opportunity to provide the business case	4. Council will have to decide that they want to explore this option. If this was one of the options put forward – if council wants to pursue this they would come back to you and work with you on that.	

It was agreed that the ECC CoM would have until cob **Wednesday 27 April** to provide Council with its top 3 options preferences with rationale.

CHILDCARE PORTFOLIO IMPROVEMENT OPTION ANALYSIS

Key Assumptions:

- Council will progress with seeking funding support for all centres.
- Each option includes developing a contemporary, expanded North St Kilda Children's Centre from a 77 licenced place centre to up to 121 places.
- The options for consideration are consistent with Council's resolution and reflect discussion with Committees of Management.
- The options will be considered against the principles endorsed by Council
- Any clarifying points or additions to the principles suggested by officers are indicated in [blue text](#).
- Any option that involves a sale of one or more centres would see the proceeds of the sale of any childcare facility be used to fund further improvements within Council's portfolio of early education and care facilities.
- Any viable actions and associated costs to mitigate uncertainty and disruption to services will be factored into each option.

What options are under consideration?

At the Council meeting on 2 March 2022, Council requested the CEO expedite the report on the engagement and feedback received on the proposed sale of the three early childhood centres and provide a report to Council on possible options including and not limited to consideration of upgrade/refurbishment, rebuilding, relocation, lease to own arrangements, community purchase.

Nine possible options have been identified, including options put forward by Committees of Management, under the headings of:

- **Council retains as childcare asset** – either by Option 1) Full renovation of asset to ensure compliance or Option 2) Extend Life by providing basic upgrades and compliance, without major structural improvements excepting those that are required by regulations.
- **Community purchases for use as childcare** and takes on full responsibility for maintenance and repairs – either by Option 3) Council gifting the property to the CoM, Option 4) Council agreeing a purchase price with the Committee of Management or Option 5) Council enters a "lease to own" arrangement with the Committee of Management
- **New build** – Build a purpose-built childcare centre (in addition to the expansion of North St Kilda Children's Centre) by either Option 6) demolishing existing asset and rebuilding on site or Option 7) Relocating to an alternative site
- **Other options** – Option 8) presents the original proposal and Option 9) enables Committees of Management to identify any other alternative options.
- **All options have been assessed as viable by officers.**

Refer to Table 1 for a more detailed description.

Information available to discuss each option:

- Indicative costings based on Council estimates. Note if a centre disagrees with this costing it will be noted in the analysis when presented to Council.
- Timeframe for implementing each option including how long each centre is likely to be closed
- Number of licensed places delivered by the proposal
- Eligibility for other forms of funding
- Any risks and feasibility issues associated with options (for example heritage constraints)

Table 1: Detailed description of options under consideration

Option type	Option	Description
Council retains as childcare asset	Option 1. Fully renovate	An essentially new facility within the framework of the old one. The asset is not merely fully repaired, but: <ul style="list-style-type: none"> - largely renewed; - upgraded to the current compliance standards (including disability access); & - upgraded to contemporary functional standards
	Option 2. Rehabilitate	A less substantial renovation. It includes major repair, and only the compliance upgrades necessitated by that repair. It includes limited functional upgrades.
Community purchases for use as childcare	Option 3. Gift property to Committee of Management (CoM)	This would involve Council gifting the property to the CoM. The costs and risks of ownership would become the responsibility of the CoM.
	Option 4. Negotiate sale to CoM at market value	This would involve selling the property at a negotiated market value to the CoM. The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
	Option 5. Lease to own arrangement with CoM (as per proposal provided by The Avenue Committee of Management)	This would involve agreeing a purchase price for the building. The CoM would make an initial payment and then ongoing payments for an extended period (e.g. 15 years). The repairs and maintenance would become the responsibility of the CoM. <i>This involves the sale of centre.</i>
New build	Option 6. Rebuild on site	This would involve demolishing existing asset and rebuilding a purpose-built childcare on the current site.
	Option 7. Relocate to rebuild	This would involve locating an alternative site and rebuilding a new purpose-built centre. <i>This would require the sale of one or more centres.</i>
Other options	Option 8. Current proposal	This would involve selling all three sites to the market and reinvesting proceeds into early education and care facilities
	Option 9. Any others?	CoMs are invited to propose an alternative option for consideration.

OPTIONS & CONSIDERATIONS

Criteria	Council retain		Community purchase for use as childcare facilities			Rebuild		Other Options	
	Option 1. Fully renovate	Option 2. Rehabilitate	Option 3. Gift property to CoM	Option 4. Negotiate sale at market value to CoM	Option 5. Lease to own arrangement with CoM	Option 6. Rebuild on site	Option 7. Relocate to rebuild	Option 8. Current proposal	Option 9. Any others?
Is this viable?	• Yes	• Yes	• Yes	• Yes	• Yes	• No	• Yes	• Yes	
1. No permanent loss of the total places in council operated or community managed centres in Elwood, East St Kilda or St Kilda as reported in the KISP.	<ul style="list-style-type: none"> A minor loss of places (say 4-6) is expected to result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> A minor loss of places may result due to compliance requirements, but these would be offset by the additional places created at Nth St Kilda. 	<ul style="list-style-type: none"> Inconsistent with heritage value and policy. 	<ul style="list-style-type: none"> This could be set to ensure that at a minimum there would be no net loss of places 	<ul style="list-style-type: none"> 44 places lost from sale of 17 Eildon Rd. This would be offset by up to 44 additional places created at Nth St Kilda. The proposal for sale of all three centres would see a net loss of 79 places overall. 	
2. Buildings to be fit for purpose and compliant with any regulatory requirements, including disability access , OHS and Essential Safety Measures .	<ul style="list-style-type: none"> Due to age of building, compliance upgrades and renewal are very significant. 	<ul style="list-style-type: none"> Challenging to achieve compliance with intent of Disability Discrimination Act without major works. Functionality compromises affect future readiness. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the Committee, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Potentially meets, subject to significant works by the purchaser, and with functionality and capacity limitations. 	<ul style="list-style-type: none"> Meets, though with functionality and capacity limitations. 	<ul style="list-style-type: none"> Can meet. 	<ul style="list-style-type: none"> Not applicable. 	
3. Centres that service the local area and promote healthy travel to centres.	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Would be better for some local families and worse for other depending where the centre was located 	<ul style="list-style-type: none"> Reduces 	
4. Provides families access to a variety of models and scale of centres.	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Meets 	<ul style="list-style-type: none"> Would provide continued variety of models, may reduce variety of scale depending on size of building 	<ul style="list-style-type: none"> Reduces 	
5. Maximises funding opportunities from state or federal governments.	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership 	<ul style="list-style-type: none"> Does not meet – would not be eligible to be included in Partnership 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership Agreement 	<ul style="list-style-type: none"> Meets – would be eligible to be included in Partnership 	

	Funding through VSBA	Funding through VSBA	Agreement Funding through VSBA	Agreement Funding through VSBA	Partnership Agreement Funding through VSBA	Funding through VSBA	Funding through VSBA	Agreement Funding through VSBA	
			<ul style="list-style-type: none"> • Would only be eligible for individual funding under the Building Blocks Guidelines 	<ul style="list-style-type: none"> • Would only be eligible for individual funding under the Building Blocks Guidelines 	<ul style="list-style-type: none"> • Would only be eligible for individual funding under the Building Blocks Guidelines 				
6. Broader community benefit including gender considerations.	<ul style="list-style-type: none"> • Retains social value and connection to existing centre. • Retains current service choice • More accessible and fit-for-purpose building 	<ul style="list-style-type: none"> • Retains social value and connectedness to existing centre. • Retains current service choice • Compromised building limits accessibility and inclusion (Likely to impact women and boys more than men and girls as workforce is primarily women and boys have higher rates of disability). 	<ul style="list-style-type: none"> • Retains social value and connection to existing centre. • Retains current service choice • Sets precedent for gifting facilities which may be unaffordable to Council in long-term 	<ul style="list-style-type: none"> • Retains social value connectedness to existing centre. • Retains current service choice 	<ul style="list-style-type: none"> • Retains social value and connection to existing centre. • Retains current service choice 	<ul style="list-style-type: none"> • Retains social value and connectedness to existing location. • Retains current service choice 	<ul style="list-style-type: none"> • Retains social value and connectedness to existing service. • Retains current service choice • Accessible and fit-for-purpose building is inclusive for all 	<ul style="list-style-type: none"> • Impact on primarily female workforce. Mitigations could include accessing employment related support opportunities and training for staff impacted. • Women are more likely than men not to work or reduce work if childcare is unavailable. Mitigated by available supply. 	
7. Alignment with Council's adopted policies (Every Child Our Future , Property Policy , Asset Management Policy , Access and Inclusion Plan)	<ul style="list-style-type: none"> • Meets 	<ul style="list-style-type: none"> • Partial • May not sufficiently meet policies around fit for purpose, meeting legislative and building compliance, financial sustainability and commitment to improve the equitable participation and inclusion for people with disability within our community 	<ul style="list-style-type: none"> • Meets 	<ul style="list-style-type: none"> • Meets 	<ul style="list-style-type: none"> • Meets 	<ul style="list-style-type: none"> • Meets 	<ul style="list-style-type: none"> • Partial • May need to validate that there is community need cannot be met in any other way as per <i>Every Child, Our Future</i> and financial sustainability of <i>Asset Management Policy</i>. 	<ul style="list-style-type: none"> • Partial • Meets with the exception of access to a variety of models and scale of centres which is already mentioned above 	

<p>8. Cost</p>	<ul style="list-style-type: none"> • Can be expected to be greater than full replacement cost. 	<ul style="list-style-type: none"> • Major compliance upgrades will be forced by the remediation work • Limiting the renewal of the facility has maintenance and capital cost consequences given its life stage. 	<ul style="list-style-type: none"> • Proceeds of sale not available to be reinvested in the children’s services portfolio. • Depends on capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> • Capacity of committee to fund the purchase. • Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. 	<ul style="list-style-type: none"> • Capacity of committee to fund the purchase. • Ongoing capacity of Committee to meet the financial obligations of necessary upgrades, renewal and ongoing maintenance requirements while also meeting operational costs. • Council unlikely to realise the full value of asset • Proceeds of sale not available to be reinvested in the children’s services portfolio. 	<ul style="list-style-type: none"> • The inherent constraints of the site limit the functional and capacity potential of any development, including a rebuild. 	<ul style="list-style-type: none"> • Major cost to purchase land unless gifted or provided funds to purchase by state or federal government • Additional due diligence, transaction and project management costs, though relatively minor. 	<ul style="list-style-type: none"> • Proceeds of sale reinvested in the children’s services portfolio. 	
<p>9. Feasibility/Delivery risk</p>	<ul style="list-style-type: none"> • Building permit risk/uncertainty. • Town planning permit risk. 	<ul style="list-style-type: none"> • The outcome depends on level of work undertaken by CoM. • Risks not meeting the intent of the Disability Discrimination Act. 	<ul style="list-style-type: none"> • Outcomes depends on the level of work undertaken by Commitment of Management • The outcome depends on level of work undertaken by CoM. • Capability of Committee to meet the landlord obligations. • Does not readily meet the Best Practice guidelines for transfer of Council land. 	<ul style="list-style-type: none"> • Requires another intention to sell process • The outcome depends on level of work undertaken by CoM. • Does not readily meet the Best Practice guidelines for transfer of Council land. • Removes ability for Council to test best price outcome for sale of public land through an open market process 	<ul style="list-style-type: none"> • Requires another intention to sell process • Additional transaction complexity due to need for a repayment agreement over a likely long timeline of transaction • Does not readily meet the Best Practice guidelines for transfer of Council land. • Lack of competitive tension is not 	<ul style="list-style-type: none"> • Town planning permit risk. 			

					conducive to achieving a satisfactory or efficient transaction for the City.				
10. Level of disruption to services while works are being undertaken.	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> As works will ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> As works will be ultimately be required, allow up to two years. 	<ul style="list-style-type: none"> Allow up to two years. 	<ul style="list-style-type: none"> Allow for relocation disruption. Could be timed for end of year to minimise disruption 		

Eildon Road, St Kilda Committee Questions & Comments from session 26 April

Intervention	Comments	ERCK Questions	Council responses
Own, perpetually maintain and renew	<p>Renewal and repair works required to address existing condition issues will ultimately trigger requirement to upgrade to current Building Code standards, which is a much larger piece of work than simply addressing the existing condition issues.</p> <p>Does not address functional deficiencies.</p> <p>High maintenance and renewal burden due to life stage of building.</p>	<ol style="list-style-type: none"> Over what period of time would Council want a strategic building lifecycle management plan? Life cycle of building, what is time horizon you would suggest, live cycle period Would Council engage WITH the CoM on devising a plan to renew the site and extend its life? CoM expect design input for functionality with co-funding and therefore have input in tendering process Are the functional deficiencies able to be overcome? Are they Material? What are they? (added in session) Understand the motive of the sale, is it worth hearing from councilors? I get the vibe council wants to sell it – are we back at to sell? (added in session) Parking what does that mean (added in session) Will the report that is being presented to council be online along with agenda items? 	<p>Assume this refers to the Centre taking on ownership:</p> <ol style="list-style-type: none"> If the Centre, took ownership and responsibility this would be up to the Centre to determine its lifecycle management plan. Asset life span of 50 years if we build something new, to renovate an asset think we need to think about return on investment - physical life decades. The responsibility would rest with the center to do this. Council would share documents and knowledge, but the plan would be up to the center to develop. Consult w CoM. Council would have lower risk on building than not for profit, low risk, co-funding greater role. If council retains ownership, they would retain the right to ensure the standards the buildings would be built to, buildings would need to comply with council's own policy around asset and building, meet council obligation to procurement, council would be responsible for appointing architect and builders. Some of function issues can be partially overcome, (eg. disability access, create more storage), however others would be more difficult to achieve, like access control to outdoor front area, surveillance from upper floor, parking. Unable to say what each councillor thinks. Council resolved to consult with CoMs. There was no process before that. We are to explore viable options, there is no new proposal before council. On 18 May there will be a full presentation to council on findings gathered from have your say and outcomes from the committee consultations. Council would steer what they would like to do next, cannot answer what councils' intentions are, council must vote on final decision in formal meeting. This facility has had advice on needing additional car spaces, to increase space would need to make town planning application, however we may not need additional car spaces. Traffic assessment available in document library. <i>Taken offline: Council has had complaints from residents around parking with this center. Complaints are recorded by council.</i> Yes the report will be presented.
Own, do not renew, critical safety maintenance only	<p>Risks unplanned closure of building and service.</p> <p>Perpetuates statutory non-compliance and safety risks.</p>		
Council Own, remediate	<p>Compliance upgrades will be forced by the remediation work.</p> <p>Does not bring the facility to a contemporary standard of functionality.</p>	<ol style="list-style-type: none"> For clarity, which remediation would force compliance upgrades? Performance solution? Specifically, would they value a medium term / longer term joint strategy for the site that demonstrated access and safety gains, improvements to the maintenance of the premises, a management plan signed off by an access consultant and a financial plan to achieve those outcomes? Does CoPP actually expect this specific site to be 100% 	<ol style="list-style-type: none"> Upgrade itself would need to comply with current building standards as they stand today, specific structural things, (eg sub floor, or accessible toilet, not just toilet but entire path travelling path to that toilet would need to comply to building code). May be able to offer alternative solutions, solutions have costs and have other effects on the building. No. If the Centre took ownership, they would also take on responsibility for the longer-term strategy regarding the site, including improvements, compliance with building

		<p>compliant inside 2022? What would a minimum expectation for 2026 look like if a closure of the site be planned for after North St Kilda were upgraded.? Has CoPP seen this in other sites with other parties and if so, what worked? (if we keep site going until Nth St Kilda is upgraded)</p> <p>4. Is funding available from the Levies paid to achieve any improvement in the maintenance of the site?</p> <p>5. What is the financial threshold if other funding/grants were available?</p> <p>6. Is CoPP more attached to the sale revenue or willing to fund appropriate remediation – does council require full upgrades to be funded, threshold internally</p> <p>7. (Added in session) What can we do to keep building going in the short term, possibility of extending the timeline whilst we look for other alternatives, carry on in current site until we found another option?</p>	<p>codes, legislation, and finances. Council does not have joint funding or property strategies for buildings they don't own. Conflict with our policy and risks levels are different to yours. Would like to do less to building than more, with this building there's a lot that needs doing. Working within constraints with a Heritage building, floor clearance under floor is not high enough to meet current building code, may in places be able to rely on performance solution eg floor, however building doesn't meet disability discrimination act and other areas. If council owns, they are held to higher standard by equal opportunity or disability discrimination than if owned by Not for Profit.</p> <p>3. No – compliance inside 2022 can't be achieved. Need to be comfortable with the risk for you and us if something catastrophic happened in upgrade work, potentially closed overnight. If councillors ask to renew this building, they would make it a high priority due to in inherent risks. Don't think council would invest a lot of money for the short term. Determine the minimal amount of works council would need to do to keep it going for 4 years. Some of the biggest risks are brick work, how do you weigh the risk of the building, it's walls /stairs not fire rated and showing distress. Those sort of issues individually are a concern, accumulatively a risk that needs to be highlighted to councillors. If councillors want it Anthony's team would do full assessment. You and councilors will have to be comfortable with the risk if something happens to the building.</p> <p>4. This could be negotiated – council would need to approve. Yes, would be, might require more than what we have in levies.</p> <p>5. The Centre would not be eligible for Partnership Funding – this is currently only being negotiated with Councils. The VSBA may do Partnership Agreements with larger NFP or private providers where they have multiple sites and a history of successfully delivering. The centre would be eligible for the funding set out in VSBA Building Block grants which set out the maximum amounts available. <i>(Tony read from VSBA email regarding confidential nature of the dialogue between Council and VSBA)</i> Council has also written to state government, no offer from current government. Funding available for center, partnership agreement, long term 10 year agreement around total package of funding to provide spaces for 3 year kinder. It's not for standalone centers, only for council run but may consider big provider with multiple sites with a good history. If you are applying on your own, you may be eligible for maximum amount under building blocks guidelines, if you reach the required 22 places. If not able to reach 22 places, funding is reduced. 20-22 places receive full amount \$500,000, then work backwards from there if you don't get 22 places.</p> <p>6. Council wouldn't expect it to be 100% funded. Been</p>
--	--	---	--

			<p>approached with option of partnership agreement, council hasn't set threshold</p> <p>7. If there was an option of new build on different site, council would work with centers with transition plan</p> <p>Council has included a funding request for the redevelopment of the three centres as part of our publicly available Federal Advocacy priorities page on the Council website - https://www.portphillip.vic.gov.au/about-the-council/governance-performance-and-advocacy/federal-advocacy-priorities/investment-in-community-childcare-infrastructure</p>
<p>Council own, remediate & upgrade</p>	<p>A contemporary standard of functionality cannot be met on this site regardless of the scale of works undertaken due to heritage, size of site and planning constraints, meaning that there would be significant compromises despite the significant level of investment.</p> <p>Level of investment required would not lead to more capacity or future proofing, simply would address condition and most compliance issues.</p> <p>More cost effective to build new, with optimum function, increased capacity and future proofing.</p> <p>Disruptive – service closed for up to two years.</p>	<ol style="list-style-type: none"> 1. What is the financial threshold if funding were available? 2. Does the provision of Early learning / Kindergarten / Childcare services in this vicinity have value for CoPP? What is that value for CoPP to continue? (additional questions - Is council wanting out of childcare. - Would loss of childcare center in area result in loss of families moving into the area? Are you putting any value on the area, attracting families to this part of city, the vibrancy of city?) 3. Would CoPP consider allowing us to work with their Architects (Jackson) their Access consultants and or other resources engaged by CoPP on designs that reduced cost but achieved similar outcomes with performance solutions/management plans? 4. If CoPP wanted Childcare to be offered within the vicinity of CoPP, what would that cost? Could it be done and would it ever be viable? Does the existing Use ERCK hold make it exceptionally difficult to replace? E.G Parking, Town Planning Approvals, upgraded scale, land procurement. Would it be unachievable for a private new entrant? E.G Eildon Rd 2 years ago 3 times the size. (additional question Option becomes important if we cannot replace this, if you had the cash what would you do?) 5. What sites has CoPP considered? How might CoPP support in a transition period? 	<ol style="list-style-type: none"> 1. The issue of available funding is only one issue that Council will consider in making a decision. The safety of the building, capability for the building to meet compliance and fitness for purpose will also be important. See above 2. Council places a large value on early childhood education and care as detailed in <i>Every Child Our Future</i> and the fact that Council invests significantly more in this area than neighboring councils. Council directly operates 5 centres and provides a total of 13 buildings for EE&C. Council policy to reaffirm its commitment, all funds being reinvested into childcare. Council is committed into staying in childcare and with 18 buildings in total. Council policy is clear, how do we continue our childcare capacity and implement the policy of continuing quality childcare with no net reductions in places in this end of the city. Over the longer term to make sure there are places in Port and South Melbourne. Assessment of loss of 77 places, council moved resolution to ensure no net loss in any proposal. Issues with location in that particular part of St Kilda yet there is clearly a need. Intangible, community benefits will be considered as part of our task to put forward for councils consideration. Acknowledge amenity impact of childcare center in a neighborhood, both positive and negative. 3. If Council reaches a decision to undertake work on the centre, then Council will consult with the centres at that time. Council will likely have a lower tolerance for risk in its own buildings than for other owners. Covered in previous question. 4. Covered in responses above. Assessed pros to staying there and cons. Council has no preference yet. Need to factor in cost of purchasing land, building permits etc which are substantial. However this would result in a contemporary, functional, and compliant facility with 50yr lifespan. Cannot bulldoze and rebuild on that site due to heritage overlays. 5. Haven't considered any at the moment, don't have any compelling sites that stand out. Have considered own portfolio

			to see what sited may be suitable, more opportunity in broader market than in our portfolio, Jackson Street carpark could be an option, however, would parents consider this site? (– Yes was the response)
Own, acquire abutting land to increase development capacity	No strong candidates among abutting properties.		
Own, re-purpose (a use other than childcare)	No compelling strategic or operational alternative uses.		
Gift to Centre		<ol style="list-style-type: none"> 1. Please explain the assumption of "minor loss of places". 2. What is council's understanding of the differences in the DDA requirements for Council buildings v's 'non Council' buildings? (additional question as NFP the risk profile of NFP to council eg discrimination, are the differences in DDA requirement if council owned or if gifted center to committee?) 3. Would council retain the title to ensure the site is not sold by a future CoM, and if not, what measures would CoPP put in place to ensure the property is not sold off in future? (additional question – if center is gifted to us, then we add \$700,00 of our own money and we get funding, we then need to borrow money to complete works, we would not be able to with caveat in place, would council work with us to remove caveat to help us get loan?) 	<ol style="list-style-type: none"> 1. This is on the assumption that compliance works will lead to a small reduction in licensed places. Assuming working with existing facility, likely we would lose some places to make modifications/upgrade the building and seek new licenses, standards for childcare centers have changed. May reduce to about 32 places, based on initial sketch. Building needs to be renovated, would then need to seek new license and new license will be for less than existing license, eg need to put lift in reduce space. Would face that issue no matter if council or you did that. Loss around works that are required. Need to speak with regulator of what works would need to be done. 2. There is not a difference in DDA requirements for council v non council buildings. There is a higher expectation of compliance for councils, little easier for NFP. DDA more a compliance based code. No guarantee if you got complaint. NFP can argue financial hardship, however most of these requests have been knocked back by minister. 3. No. the title would transfer but with a caveat, that if the building is sold the funds must be returned to Council. Clear restriction on title to keep it as a childcare center or prevent a sale. Would need to look at risk for council, want to be comfortable you could meet obligations. Not something we've considered, need to seek advice, could give you 40-year lease on site, can get finance against a lease. Think of it as restriction on title not as a caveat..
Sell, to centre	Does not address the core issue – obsolescence & a site that does not accommodate a contemporary. Current tenant unlikely to have capacity to pay market price and meet financial obligations of necessary upgrades and ongoing maintenance requirements.	<ol style="list-style-type: none"> 1. Is a lease to own arrangement one we could work through? 2. How has CoPP come to the conclusion that we don't have the capacity to meet the financial obligations? (additional question about lease to own on another – documented on another document) 	<ol style="list-style-type: none"> 1. Yes that was outlined as an option. 2. Yes. Officers believe that the Centre does not have the capacity to purchase the centre at market price, continue operations and fund the refurbishments. To keep operating may need to put fees up to \$200 per day to make it possible, no business model could make this work. Lease to sell still at full market price plus interest. Council

		<p>3. Does the purchase need to be at market price?</p> <p>4. What commercial arrangements would allow for continued CoPP support without their landlord obligations and allow ERCK to adequately invest over time.</p>	<p>would need to work out why it would sell under market price. Council has guidelines to sell at market value and with public approval, council would have to justify why not market price and a process of why, denying other participants the chance to purchase. Happy to look at lease to own full market price plus interest.</p> <p>3. Yes – for the option “to sell the centre at market price”. There are other options that involve gifting the center</p> <p>4. If the building was sold the centre would be a stand-alone NFP child care centre and therefore not eligible for other CoPP support as it is not longer a CoPP childcare center.</p>
Sell, to market	<p>Requires transition of children to alternative sites</p> <p>Allows Council to utilize funds to support increased capacity at other sites through upgrades to existing or new centres</p> <p>Supports an outcome that maintains services, allows for expansion of places and achieves best value for investment in the long term</p>	<p>1. In the case of any sale, what funds would be available (including from maintenance Levy) from Council to support a relocation if that could be done. (added in question – can we close the market and only sell it to childcare (new option) continue to operate as childcare center, or it be leased back to us to run)</p> <p>2. If the property were to sell to a privately operated childcare centre, how might Council support a transition (e.g lease to maintain existing use)</p>	<p>1. If it was sold to market as per the proposal, the funds would be used for reinvestment in early education and care facilities in the City. A relocation is Option 7 and if this was chosen the funds from the sale would be used to support this. Option 8 would be to sell, and funds would go into childcare pool to reinvest in childcare in the city. Separate option, but not an option previously presented for consideration, would be to go to tender. Haven’t put out to private childcare providers to buy. If selling to market we don’t have any influence over buyer.</p> <p>2. This is not an option that officers are assessing. If the building was sold on the market and was purchased by a private childcare operator, then Council could discuss with them whether they are able to take children from ERCK.</p>
Offer an alternative site to keep the centre operational		<p>1. What alternative sites around 17 Eildon Road had been considered? Can these be listed (e.g. Jackson Street carpark, new pavilion on Oval 1 Fitzroy Street, other Fitzroy St Developments etc), if so please talk us through why these aren’t viable options?</p> <p>2. What sites COULD come up in future? And what other sites COULD we explore earlier? WOULD Council work with ERCK on a longer-term plan that included a relocation (well) inside 40 years</p> <p>3. Would Council look at a new development more favorably IF it included facilities for ERCK Would CoPP work collaboratively with other levels of Gov on joint project to proactively seek a new home for ERCK</p>	<p>1. Fitzroy Street is Parks Victoria. Sites that come up – Jackson St anything else would involve us purchasing. Welcome to talk to state government about building childcare on state land.</p> <p>Option 9 - Gift of property to trust – CoM would need a better understanding of how it would work, autonomy of management, protection of our financial position, want to understand how viability of those other centers affects us.</p> <p>This was an additional option raised by The Avenue and could only be achieved if all 3 centers want it to happen. Each CoM would have to do their due diligence. Big consideration for Council is the advantage/ benefit to council of gifting \$6-9 mill of council assets. Cannot answer if council would be up for gifting. Advantage of trust proposal is confidence in centres being well run by a bigger organization, bigger focus on management, entity could run and manage centers similar to model of Glen Eira Kindergarten Association (GEKA).</p>



REPORT PREPARED BY:

mosaicLAB

www.mosaiclab.com.au

PLEASE NOTE: While every effort has been made to transcribe participants comments accurately, a small number may not have been included in this summary due to the legibility of the content. Please contact [REDACTED] at [REDACTED] for any suggested adjustments.

MosaicLab is a Victorian-based consultancy that specialises in community & stakeholder engagement, facilitation, negotiation, strategic planning and coaching.

We pay our respects to the traditional custodians of all the lands on which we live and work. We acknowledge their continuing connection to land, water and culture and the ongoing contribution they make to our society today.

We extend those respects to elders past, present and emerging.