



Municipal Early
Years Plan
2014-2018

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Executive Summary

What is the Municipal Early Years Plan all about?

The aim of the Municipal Early Years Plan (MEYP) is to provide a strategic direction for the development and coordination of early childhood education, care and health programs and activities that impact on children from birth to the end of primary school in Golden Plains Shire for the period 2014-2018.

Why have a plan?

All councils must have a MEYP. A MEYP identifies council's role in the provision and support of early years services and infrastructure and focuses on positive outcomes for children and their families.

What's in the plan?

The plan includes priorities for Golden Plains in the areas of Maternal and Child Health and Early Years services. These priorities have emerged from consultation with the community, service providers and stakeholders. The plan also includes strategies in response to addressing priorities.

Priority Area 1. Incorporate children's input into planning: including regular consultations to gather children's and family views to support the planning and development of services

Priority Area 2. Support 'whole of Council' approach: establish a Golden Plains Shire State of the Children report, increase awareness of the importance of early years, encourage increased health and wellbeing, encourage access to a range of experiences and services for all children

Priority Area 3. Explore Golden Plains Shire as a Child Friendly City: investigate the advantages and options for Golden Plains Shire to become a child friendly city

Priority Area 4. Identify and implement a specific budget for children: implement the Golden Plains Shire Early Years Infrastructure Plan, and regular consultation with the community

Priority Area 5. Advocate for children in Golden Plains Shire: review funding, service provision and services available to all children and families, advocate with a range of Government departments, facilitate playgroup networks, improve access to Child Care options, establish Early Years Committees in local towns, keep families informed

Priority Area 6. Strive for ongoing improvements in all aspects of direct service provision: engage families with M&CH services, deliver Playgroup Plus across Golden Plains Shire, provide high quality early years services, establish active practice and planning forums, facilitate specific programs to support all children and families, develop skilled volunteer committees to support Early Years and integrate enrolment system for all Kindergartens

Introduction

In the middle of 2012, Golden Plains Shire started a process to develop a new Municipal Early Years Plan (MEYP). The aim of the MEYP is to provide a strategic direction for the development and coordination of early childhood education, care and health programs and activities that impact on children from birth to the end of primary school in Golden Plains Shire for the period 2014 - 2018.

Golden Plains Shire is committed to offering "lifestyle and opportunities that foster social, economic and environmental wellbeing. In partnership with the community we will provide strong leadership, encourage sustainable development and ensure quality services, to continue to improve the quality of life of residents." –Golden Plains Shire Vision

Development of the Municipal Early Years Plan

The MEYP was developed after consultation with key stakeholders; primarily families within Golden Plains Shire, Early Years staff and service team leaders. Other data was sourced from several different locations: These are summarised below:

1. Current population data by age group (ABS Census data 2011)
2. Population projections by age group (Victoria in Future 2012)
3. Births and enrolment data (Golden Plains Shire)
4. Breastfeeding rates (Golden Plains Shire)
5. Measures of vulnerability
 - a. DEECD Early Childhood Community Profile September 2010
 - b. AEDI Community Profile March 2011
 - c. DEECD Kindergarten enrolment data (2009)

Policy context

The MEYP has been developed within the context of the following international, national, state and local policies

- Child friendly cities and communities Initiative (International)
- Children's Headline Indicators priorities (International)
- The National Early Childhood Development Strategy (National)
- Prevention and Population Health policies (National and State)



- HACC and Disability Funding Models (National and State)
- MCH Program Standards (State)
- Draft DEECD 2012-16 Strategic Plan (State)
- Golden Plains Council Plan (Local)
- Golden Plains Early Years Infrastructure Plan (Local)

The Policy Context: What this means for Golden Plains Shire

The key relevant policy issues which form the basis for future Early Years planning within the Shire:

- The emphasis on increased integration of early years services through the establishment of community hubs and other integrated service delivery models;
- The increased commitment to universal access to early childhood education
 - 15 hours of Kindergarten per week for a minimum of 40 weeks per year, delivered by degree qualified early childhood teachers, for every four year old child in Australia by 2013;
- The improved links between early childhood services and schools through:
 - Improved outcomes for disadvantaged children;
 - Early childhood workforce reform;
 - Improving quality in early years services.
- The strengthening of participation rates for Maternal and Child Health Ages and Stages
- The reduction of children who are not developmentally “on track” by investing in early childhood and in prevention of vulnerability
- The importance of engagement and consultation with parents and children in the community
- The emphasis on the improvement of early childhood infrastructure development and planning

Council's future role in Early Years services

Historically, Golden Plains Shire Council has been the main service provider for Early Years services across the Shire. Some Early Years services have been provided independently from Council, e.g. some Occasional Child Care services or community managed kindergarten. Council has provided Maternal and Child Health, Long Day Care, Occasional Child Care, Family Day Care and Kindergarten Cluster Management. The environment that created the need for a strong Council service delivery role has now changed with a rapidly increasing population and more service providers exploring opportunities to extend into the Golden Plains Shire.

Golden Plains Shire Council has a dual role, including both service delivery and a significant role in planning for Early Years services. The Victorian Department of Education and Early Childhood Development have an expectation that Council will lead the planning for Early Years services in the Shire. This has created a policy and business environment where Council needs to consider its role going forward, and may need to have a reduced role away from direct service provision and an increased role in high level planning.

Golden Plains Shire

Shire and community profile

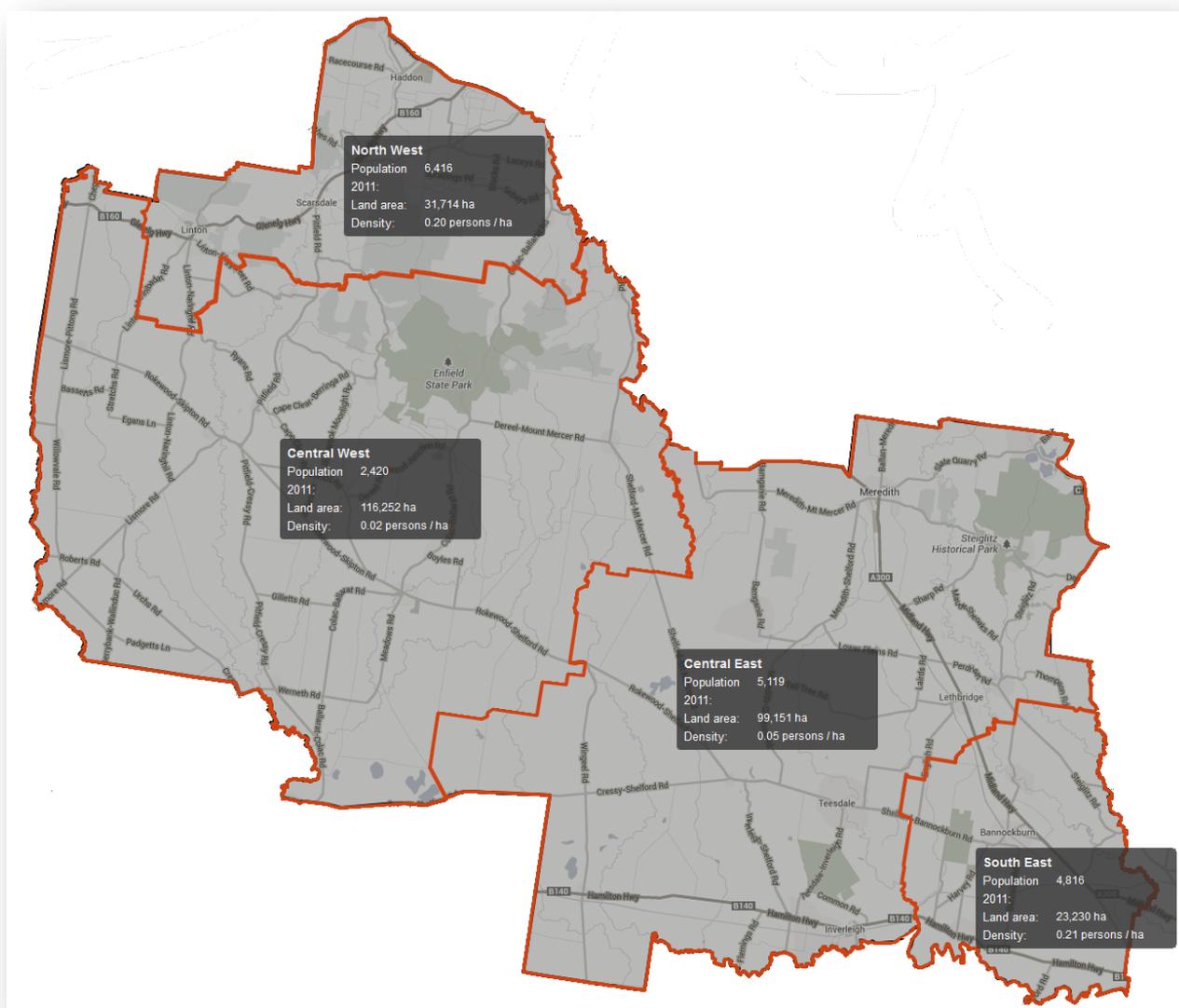


Figure 1: Golden Plains Shire

Selected Key Statistics (ABS Census data 2011)

Table 1: Selected key statistics for GPS and Regional Victoria

	Number in Golden Plains Shire	Percentage in Golden Plains Shire	% in Regional Victoria ¹
Total Population	18,771	1.16%	
Children aged 0-4 years	1,292	6.88%	6.29%
Children aged 5-17 years	3,935	20.96%	17.06%
Australian citizens aged 18+	13,544	72.15%	76.64%
Indigenous Population	130	0.69%	1.34%
Preschool or primary school	2,339	12.46%	9.69%
Overseas born	1,950	10.39%	17.3%
Total unemployed	412	2.19%	2.43%

Table 2: Population projections (0-4 years) Golden Plains by SLA

	North-West	South-East	Total
2011	504	722	1226
2016	489	701	1190
2021	461	754	1215
2026	440	800	1240
2031	457	873	1330
% change 2011-2031	-9.3%	20.9%	8.5%

Source: Victoria in Future 2012, Victorian Department of Planning and Community Development

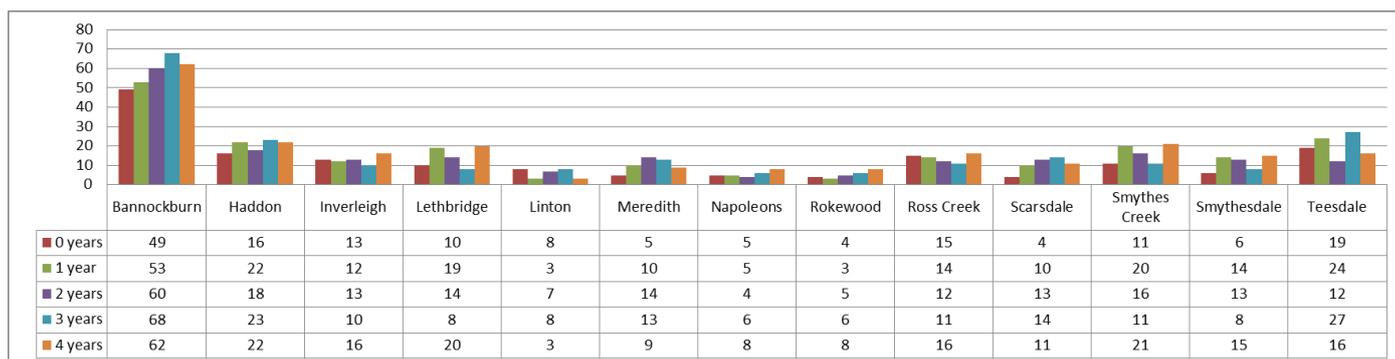
Table 3: Population projections (5-9 years) Golden Plains by SLA

	North-West	South-East	Total
2011	589	959	1548
2016	629	1002	1631
2021	623	993	1616
2026	606	1043	1649
2031	593	1082	1675
% change 2011-2031	0.7%	12.8%	8.2%

Source: Victoria in Future 2012, Victorian Department of Planning and Community Development

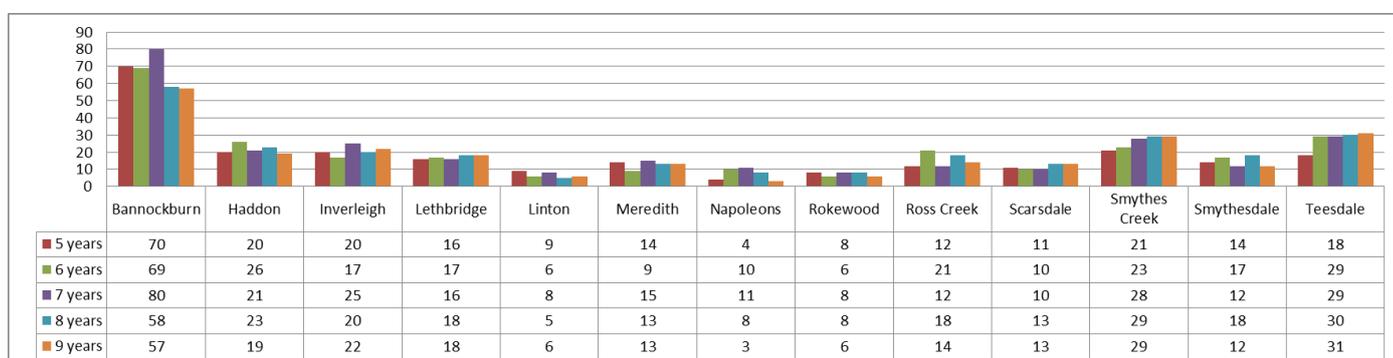
¹ Includes figure obtained from ABS Census Data 2011 for Warrnambool and South West, Shepparton, North West, Mornington Peninsula, Latrobe – Gippsland, Hume, Geelong, Bendigo and Ballarat.

Table 4: Current population by age 0-4 years (selected towns and SLA)



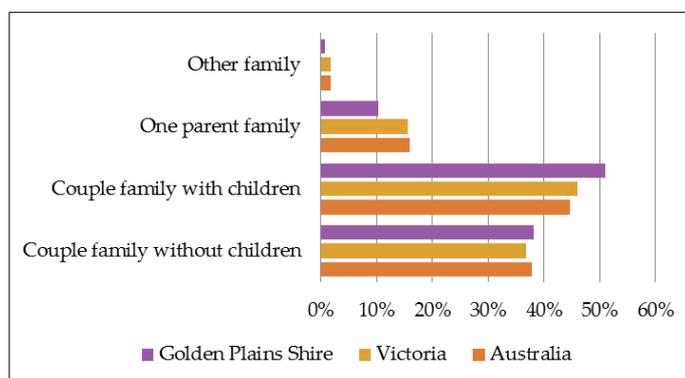
Source: ABS Census (2011) Community Profiles

Table 5: Current population by age 5-9 years (selected towns and SLA)



Source: ABS Census (2011) Community Profiles

Table 6: Comparison of family composition



Community Consultation

A community consultation process was undertaken during November and December 2012 to identify actions and priorities for the new MEYP. Council engaged Springtech Services to assist in the development of the new MEYP and undertake the consultation process.

The consultation process involved individual interviews, some focus groups and a survey that was available in both a paper based and an online version. There was a total of 155 survey responses, with a further 126 participants interviewed or involved in the focus groups (a total

of 281 participants). Results from the surveys were generally similar to findings from the interviews and focus groups. All of the results from the consultation process have been included in the MEYP Background Paper.

The following recommendations have been developed after reviewing outcomes from the community consultations.

Community Consultations – What does the community want Council to do?

Golden Plains Shire

1. Advocate for a High School within the shire, including exploring the possibility of a new K-12 school in Bannockburn.
2. Continue to invest in playgroups and kindergartens.
3. Advocate for primary schools in local communities (e.g. expansion at Bannockburn, viability at Shelford, Linton and Cape Clear)
4. Explore options for increased access to child care services throughout the shire.
5. Explore options for before and after school care and children holiday programs for all ages.
6. Advocate for increased access to walking paths, bike tracks, outdoor areas, pools, playgrounds, pedestrian crossings (including road traffic assessments to see if lights or roundabouts are needed in some areas).
7. Advocate for maintenance of early years infrastructure.
8. Advocate and facilitate access to health services, including access to General Practitioners and counselling services.
9. Advocate for an ambulance service to be based within the shire.
10. Advocate and facilitate access to information for new residents and families who live in the Shire.
11. Advocate for continued involvement and support by Shire Council.
12. Advocate and facilitate a range of community events that increase the high level of community spirit and wellbeing.
13. Advocate for a swimming pool within the Shire.

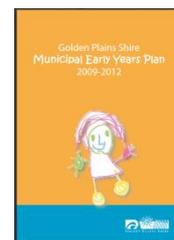
Consultation with Key Stakeholders

Two consultations were undertaken during May 2013 with key stakeholders to discuss the draft MEYP. The first consultation was held with Golden Plains Early Years staff. Outcomes from the consultation were incorporated into the draft MEYP. The second consultation was held with Golden Plains Team Leaders who provided feedback on how the MEYP would fit with their own teams.

Previous Municipal Early Years Plan (2009-2012) Ongoing and Key Achievements

The following table shows the key results and ongoing actions from the previous MEYP.

	Completed: Action has been completed
	Ongoing: Action will stay the same and continue under the next MEYP



Action (MEYP 2009-2012)	Outcome
6. Conduct annual 'early years survey' including input from children.	
7. Report to Human Services Committee at least twice per year on early years reform and implications for Council.	
8. Report to Golden Plains Shire Full Management Team at least once per year on service development and collaboration opportunities.	
9. Facilitate an early years stakeholder forum/workshop once per year.	
10. Contact new families moving into Shire with young children.	
11. Continue to develop creative ways of engaging children in key age and stage visits.	
12. Ensure effective management and continuous improvement of early years services operated by Council.	
14. Review and improve the provision of support services to new parent groups.	
16. Relocate Inverleigh M&CH Centre to Inverleigh Kindergarten.	
18. Investigate the possibility of extending M&CH clinical consultations to small towns through the development of Family and Children's Services Micro Hubs.	
20. Develop support program for mothers who are struggling or have Post Natal Depression (PND).	
21. Develop and provide information for fathers in new parent's kit.	
22. Link in with other early years services to develop increased support activities for fathers.	
24. Investigate the potential of the M&CH service providing opportunistic immunisations to young children.	
27. Undertake formal analysis of Kindergarten needs in relation to the requirement to deliver 15 hours of Kindergarten by 2013.	
28. Seek external funding to employ additional Early Years Development Coordinator to support early years services in Golden Plains Shire to respond to early years reform framework and major transformation of early years sector.	
29. Develop strategy to create Family and Children's Services 'hub', 'mini hub' and 'micro hub' models throughout the Shire where appropriate.	
33. Build effective pathways into specialist services in Geelong, Ballarat and Colac.	
35. Continue to provide professional development opportunities through relevant networks and formal training/conference days.	
36. Encourage early years workforce to take advantage of higher education opportunities.	
38. Develop centralised database of enrolment and attendance records in collaboration with the Kindergartens and Playgroups in the Shire.	

Action (MEYP 2009-2012)	Outcome
39. Provide additional support to Kindergartens in the cluster by trialling a Council book-keeping service and account management system in collaboration with the Kindergartens.	
40. Encourage schools to apply to operate Outside School Hours Care services.	
41. Continue to work with schools, DEECD and DEEWR to identify potential locations for new Family Day Care In-Venue Care services at Primary Schools.	
42. Encourage development of Child Care across the Shire utilising different models, including In-venue Family Day Care, mixed aged Kindergarten and Occasional Care, Outside School Hours Care and Active After School Care.	
49. Development of an Early Years Communication Strategy.	
50. Advocate with other levels of government for increased support for children with additional needs.	
51. Continue to support the development of support groups for parents of children with additional needs.	
67. Continue the Farm Safe program and explore the possibility of replicating it in other areas of the Shire.	

Municipal Early Years Priority Areas and Strategies

The following priority areas and strategies have been developed after a review of the previous MEYP, staff and community consultations and data review process.

Priority Area 1. Incorporate children’s input into planning

- 1.1. Develop effective and regular consultation strategies with children, families and wider community
- 1.2. Develop *whole of Council* approach to incorporating children and family views and perspectives in the planning and development of services.

Priority Area 2. Support ‘whole of Council’ approach

- 2.1. Develop and implement Golden Plains Shire State of the Children report
- 2.2. Establish a ‘whole of council’ approach to children and families
- 2.3. Increase awareness of the importance of Early Years across all of Council
- 2.4. Encourage increased health and wellbeing for all children
- 2.5. Encourage access to a range of experiences and services to optimise learning outcomes for children and families

Priority Area 3. Explore Golden Plains Shire as a Child Friendly City

- 3.1. Explore advantages and options for Golden Plains Shire to become a child friendly city

Priority Area 4. Identify and implement a specific budget for children

- 4.1. Enhance service Delivery/Operational responsibilities
- 4.2. Implement the Golden Plains Shire Early Years Infrastructure Plan

Priority Area 5. Advocate for children in Golden Plains Shire

- 5.1. Review funding and services available for Early Years and undertake gap analysis
- 5.2. Facilitate service provision to meet identified needs (identified in 5.1.2)
- 5.3. Facilitate shared planning across Golden Plains Shire Early Years sector
- 5.4. Facilitate North and South Playgroup networks
- 5.5. Advocate for vulnerable families and children with additional needs
- 5.6. Facilitate and communicate referral pathways into specialist Early Years services
- 5.7. Seek additional Early Years funding where possible to help support children in Golden Plains Shire
- 5.8. Encourage Child Care options for school aged children in the Golden Plains Shire.

- 5.9. Support families to access Child Care options across a diversity of settings in a form that meets their needs
- 5.10. Facilitate the establishment of Early Years Committees in local towns where requested and appropriate
- 5.11. Ensure families are kept informed about the range of services and activities available for Early Years
- 5.12. Advocate for new K-12 school in Bannockburn

Priority Area 6. Strive for ongoing improvements in all aspects of direct service provision

- 6.1. Improve the engagement of families with MCH service throughout early years.
- 6.2. Provide high quality early years services based on current evidence and consistent with National Quality Framework and Universal Access principles
- 6.3. Establish active practice and planning forums to support Early Years services and to work collaboratively with all services in Golden Plains Shire
- 6.4. Undertake regular program or centre based evaluations of Council operated Early Years Services
- 6.5. Facilitate delivery of Playgroup Plus across the Golden Plains Shire
- 6.6. Facilitate specific program support for children with additional needs where needed and appropriate
- 6.7. Facilitate specific program support for specific family groups e.g. fathers, ATSI, CALD, vulnerable children
- 6.8. Develop a skilled Early Years Workforce
- 6.9. Explore opportunities for workforce collaboration
- 6.10. Develop an integrated enrolment system for all Kindergartens operated by the Shire.
- 6.11. Develop skilled volunteer committees to support Early Years
- 6.12. Review kindergarten service provision arrangements in the north of the Shire

Golden Plains Municipal Early Years Action Plan

The following Golden Plains Municipal Early Years Action Plan has been developed to outline the specific actions needed to support the implementation of each priority area.

	High: Implemented over the next 2 years
	Medium: Implemented over the next 2 to 4 years
	Low: Implemented over the next 5 years

Priority Area 1. Incorporate children's input into planning		
Strategy 1.1: Develop effective and regular consultation strategies with children, families and wider community		
Action(s)	Timeframe	Resources
1.1.1 Develop regular <i>whole of Shire</i> consultation with children and families regarding planning and needs that links into existing opportunities and social media 1.1.2 Develop regular <i>service level</i> consultation processes (e.g. kindergarten, MCH, LDC) regarding service development 1.1.3 Conduct regular 'Early Years survey' with children to identify community needs about early years sector and services 1.1.4 Conduct regular 'Early Years survey' with adults to identify community needs about early years sector and services		
Strategy 1.2: Develop <i>whole of Council</i> approach to incorporating children's and family views are included in the planning and development of services.		
Action(s)	Timeframe	Resources
1.2.1 Develop a <i>whole of Council</i> approach to ensure children's and family views are incorporated into all aspects of Council planning 1.2.2 Advocate with other Council Departments to include consideration of the outcomes of consultation processes with children and families		
Priority Area 2. Support 'whole of Council' approach		
Strategy 2.1: Develop and implement Golden Plains Shire State of the Children report		
Action(s)	Timeframe	Resources
2.1.1 Identify a consistent approach to reviewing data/reports using data sets and measures available 2.1.2 Use data/reports and consultation processes to identify priorities for Early Years in Golden Plains Shire 2.1.3 Link outcomes of data/reports to inform Municipal Public Health Plan and other key Council Plans and Strategies		
Strategy 2.2: Establish a 'whole of council' approach to children and families		
Action(s)	Timeframe	Resources
2.2.1 Develop a process (e.g. checklist) where all Council Plans and Strategies are required to include consideration of the needs of children and families as a matter of course 2.2.2 Undertake audit of accessibility in all Council Early Years facilities		

Strategy 2.3: Increase awareness of the importance of Early Years across all of Council		
Action(s)	Timeframe	Resources
2.3.1 Report to Human Services Committee at least twice per year on Early Years services and implications for Council 2.3.2 Report to Golden Plains Shire Full Management Team at least once per year on service development and collaboration opportunities		
Strategy 2.4: Encourage increased health and wellbeing for all children		
Action(s)	Timeframe	Resources
2.4.1 Identify health and wellbeing priorities for Early Years based on Golden Plains Shire State of the Children Report (This action links with 2.3) 2.4.2 Develop a process to communicate current and emerging priorities with other Council departments 2.4.3 Incorporate identified priorities into service delivery within National Quality Framework initiatives		
Strategy 2.5: Encourage access to a range of experiences and services to optimise learning outcomes for children and families		
Action(s)	Timeframe	Resources
2.5.1 Promote access to library services and advocate for a toy library service within the Shire 2.5.2 Support language, literacy and cognitive learning through community activities/events/opportunities		

Priority Area 3. Explore Golden Plains Shire as a Child Friendly City		
Strategy 3.1: Explore advantages and options for Golden Plains Shire to become a child friendly city		
Action(s)	Timeframe	Resources
3.1.1 Conduct a feasibility study to determine the potential to become a Child Friendly City		

Priority Area 4. Identify and implement a specific budget for children		
Strategy 4.1: Enhance Service Delivery/Operational responsibilities		
Action(s)	Timeframe	Resources
4.1.1 Continue to deliver services and continuous improvement initiatives 4.1.2 Continue to fund the development and implementation of the MEYP 4.1.3 Continue to fund regular consultations with children, families and wider community about early years sector and services		
Strategy 4.2: Implement the Golden Plains Shire Early Years Infrastructure Plan		
Action(s)	Timeframe	Resources
4.2.1 Advocate for ongoing and regular capital commitment in Council budget process		

Priority Area 5. Advocate for children in Golden Plains Shire		
Strategy 5.1: Review funding and services available for Early Years and undertake gap analysis		
Action(s)	Timeframe	Resources
5.1.1 Identify current funding for all Early Years services in Golden Plains Shire (including funds for north/south from Ballarat/Geelong) 5.1.2 Identify needs based on gap analysis data. Advocate for a new K-12 School in Bannockburn		

Strategy 5.2: Facilitate service provision to meet identified needs identified in 5.1.2		
Action(s)	Timeframe	Resources
5.2.1 Facilitate service provision from funded agencies 5.2.2 Facilitate collaborative/embedded approaches with Golden Plains Shire direct service providers 5.2.3 Advocate with a range of Government departments for specific issues as identified in consultation processes		
Strategy 5.3: Facilitate shared planning across Golden Plains Shire Early Years sector		
Action(s)	Timeframe	Resources
5.3.1 Explore options with Golden Plains Shire Health & Wellbeing forum to participate in shared planning 5.3.2 Facilitate an early years stakeholder forum/workshop once per year		
Strategy 5.4: Facilitate North and South Playgroup networks		
Action(s)	Timeframe	Resources
5.4.1 Provide strategic support to North and South Playgroup Networks.		
Strategy 5.5: Advocate for vulnerable families and children with additional needs		
Action(s)	Timeframe	Resources
5.5.1 Advocate for improved targeting of services to support vulnerable families across the Shire 5.5.2 Advocate for review of funding models where required (e.g. Commonwealth/State) 5.5.3 Link with Infrastructure Plan budget to specifically support vulnerable children 5.5.4 Support all Early Years services to be more inclusive of all families and children, including pathways to be more involved		
Strategy 5.6: Facilitate and communicate referral processes into specialist Early Years services		
Action(s)	Timeframe	Resources
5.6.1 Build effective and integrated referral pathways into specialist services in Bannockburn, Geelong, Ballarat and Colac 5.6.2 Communicate referral processes regarding specialist Early Years services across the shire		
Strategy 5.7: Seek additional Early Years funding where possible to help support children in Golden Plains Shire		
Action(s)	Timeframe	Resources
5.7.1 Review options to obtain 'Best Start' funding (or equivalent) 5.7.2 Seek other funding sources to support children in Golden Plains Shire		
Strategy 5.8: Encourage Child Care options for school aged children in Golden Plains Shire.		
Action(s)	Timeframe	Resources
5.8.1 Encourage schools to apply to operate Outside School Hours Care services. 5.8.2 Encourage In Venue care models 5.8.3 Work with Golden Plains Shire Economic Development unit in to facilitate small business opportunities (e.g. FDC)		
Strategy 5.9: Support families to access Child Care options across a diversity of settings in a form that meets their needs		
Action(s)	Timeframe	Resources
5.9.1 Encourage development of Child Care across the Shire utilising different models, including In-venue Family Day Care, mixed aged Kindergarten and Occasional Care, Outside School Hours Care and Active After School Care 5.9.2 Explore private provider options for child care located within Golden Plains Shire 5.9.3 Work with Econ Development unit and other providers in Golden Plains Shire e.g. job networks/training providers to facilitate small business opportunities (NEIS)		
Strategy 5.10: Facilitate the establishment of Early Years Committees in local towns where requested and appropriate		
Action(s)	Timeframe	Resources
5.10.1 Explore options to pool volunteers in towns to establish Early Years committees where requested and appropriate (e.g. kindergarten, school committee, playgroup, Parents and Friends Association)		

Strategy 5.11: Ensure families are kept informed about the range of services and activities available for Early Years		
Action(s)	Timeframe	Resources
5.11.1 Develop an Early Years Communication Strategy that incorporates a wide variety of communication options eg social networking and feeds information back into the community		

Priority Area 6. Strive for ongoing improvements in all aspects of direct service provision

Strategy 6.1: Improve the engagement of families with MCH service throughout early years.

Action(s)	Timeframe	Resources
6.1.1 Continue to develop creative ways of engaging children and families in key age and stage visits		

Strategy 6.2: Provide high quality Early Years services based on current evidence and consistent with National Quality Framework and Universal Access principles

Action(s)	Timeframe	Resources
6.2.1 Implement the National Quality Framework in all Council operated Early Years services 6.2.2 Ensure effective management and continuous improvement of Council operated services		

Strategy 6.3: Establish active practice and planning forums to support Early Years services and to work collaboratively with all services in Golden Plains Shire

Action(s)	Timeframe	Resources
6.3.1 Establish North and South Early Years Networks and include all providers in Golden Plains Shire (e.g. not just Council operated)		

Strategy 6.4: Undertake regular program or centre based evaluations of Council operated Early Years Services

Action(s)	Timeframe	Resources
6.4.1 Undertake regular service and program evaluation and review as required to align with National Quality Framework and to incorporate quality improvement processes 6.4.2 Undertake regular service evaluation which includes review of customer satisfaction, financial viability and best value		

Strategy 6.5: Facilitate delivery of Playgroup Plus across the Golden Plains Shire

Action(s)	Timeframe	Resources
6.5.1 Playgroup Coordinator to support Playgroup Plus across Golden Plains Shire		

Strategy 6.6: Facilitate specific program support for children with additional needs where needed and appropriate

Action(s)	Timeframe	Resources
6.6.1 Continue to support the development of support groups for parents of children with additional needs where needed		

Strategy 6.7: Facilitate specific program support for specific family groups e.g. fathers, ATSI, CALD, vulnerable children

Action(s)	Timeframe	Resources
6.7.1 Collaborative approaches identified and implemented between service providers and Golden Plains Shire to support specific family groups 6.7.2 Work with providers to establish specific programs as needed/indicated		

Strategy 6.8: Develop a skilled Early Years Workforce

Action(s)	Timeframe	Resources
6.8.1 Continue to provide professional development opportunities through relevant networks and formal training/conference days 6.8.2 Encourage early years workforce to take advantage of higher education opportunities 6.8.3 Take advantage of available workforce incentives		

Strategy 6.9: Explore opportunities for workforce collaboration in Early Years		
Action(s)	Timeframe	Resources
6.9.1 Link with regional and state workforce strategies 6.9.2 Explore opportunities for workforce development with other early years providers (e.g. ECKA, CoB, City Geelong) including pooling resources, travel allowances, Job Network, NEIS		
Strategy 6.10: Develop an integrated enrolment system for all Kindergartens operated by the Shire.		
Action(s)	Timeframe	Resources
6.10.1 Develop centralised database of enrolment and attendance records in collaboration with Kindergarten services 6.10.2 Explore the potential to include other features into the system e.g. fees		
Strategy 6.11: Develop skilled volunteer committees to support Early Years		
Action(s)	Timeframe	Resources
6.11.1 Support training for volunteer committees 6.11.2 Link with Golden Plains Shire volunteer training calendar 6.11.3 Explore feasibility of extending the model that links skilled volunteer committees with Council book-keeping and Finance/IT Teams 6.11.4 Develop an orientation program for new volunteers joining Committees of Management 6.12 Review kindergarten service provision arrangements in the north of the Shire. Undertake a demographic analysis and needs assessment of kindergarten provision in Smythesdale.		