

Kindergarten Infrastructure and Services Plan

City of Hobsons Bay

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1. INTRODUCTION

1.1. REFORM CONTEXT

In an Australian first, the Victorian Government has committed to implement Three-Year-Old Kindergarten for all children over a 10-year roll-out with a total investment of almost \$5 billion, including \$1.68 billion to support the infrastructure expansion required for the reform. This reform will add another year of universal funded kindergarten so that, by 2029, all children in Victoria will have access to two years of play-based learning through a funded kindergarten program.

1.2. PURPOSE OF KISPS

Three-Year-Old Kindergarten will require a large expansion of kindergarten across the State. The Government has invited all 79 Victorian Local Governments to discuss and agree upon a Kindergarten Infrastructure and Services Plan (KISP) for their Local Government Area (LGA).

Each KISP has been jointly developed with Local Government and published to estimate the growth in demand for kindergarten within the LGA. The KISPs will help all kindergarten providers meet demand and provide a clear picture of infrastructure need across the State.

While a KISP is not a funding document and does not define required infrastructure projects or commit any party to funding specific projects, it is expected that future investment requests through Building Blocks and funding decisions about Local Government and not-for-profit projects would align with the relevant KISP.

1.3. HOW TO USE THE KISP

Each KISP contains estimates of future kindergarten supply of, and demand for, Three and Four-Year-Old Kindergarten places against existing enrolment capacity. Not-for-profit and for-profit providers can use these estimates to inform their plans to expand kindergarten programs, establish new services or invest in new or extended facilities.

For example, KISPs provide demand estimates in terms of where, when and how much demand for kindergarten places will grow in an LGA. KISPs also estimate where and how many kindergarten places providers can accommodate in existing facilities before an area needs new infrastructure to meet demand. The estimates can be used to inform decisions about where and when expansions of kindergarten program capacity and the construction of new or extended facilities are needed to meet demand growth.

Where there is an agreed KISP for the LGA, the Local Government and not-for-profit kindergarten providers seeking co-investments through the Building Blocks Capacity Building stream must refer to, and align their proposed project with, the infrastructure need identified in the KISP.

1.4. STRUCTURE OF THE KISP

Each KISP consists of the following sections:

- Section 1: A short introduction to the Three-Year-Old Kindergarten reform and the KISP.
- Section 2: A map of existing and planned Early Childhood Education and Care service locations.
- Section 3: Local knowledge and context relevant to the expansion of kindergarten services.



Section 4: Funded kindergarten demand estimates.

1.5. DISCLAIMER

All data presented in this document are estimates only and are based on the best information available to the Department and Local Government at the time. They are published on an as-is basis and are for informational purposes only. They are subject to adjustment in response to market forces and as new data and other relevant information becomes available. The data may under- or overestimate both total demand in a given location or year and the capacity for new demand to be met by providers. As a result, operational and business decisions should not be made solely based on this document. Any use of this data is solely at the risk of the user. The Department and Local Government accept no responsibility for any loss or damage, either direct or incidental, that may result from the use of the data.



2.MAP OF EARLY CHILDHOOD EDUCATION SERVICES IN CITY OF HOBSONS BAY

The map below shows the distribution of currently operating and new services that are planned to open in the future in the LGA and across its communities.

This map has been prepared using Departmental data, from both the National Quality Agenda IT System (NQAITS) and the Victorian School Building Authority (VSBA). Where applicable, this map has been refined by the Hobsons Bay City Council and the Department to capture other services that are planned to open in the future.

Service name	Project type	Suburb	Total licensed capacity
Newport Gardens Early Years Centre	Expansion	Newport	182
KU Newport gardens Children's Centre	New Early Learning Facility	Newport	84
Total licensed capacity			266





3. LOCAL CONTEXT

3.1 PURPOSE

Local, place-based knowledge and context play an important role in supporting the implementation of Three-Year-Old Kindergarten across Victoria. This section of the KISP documents this knowledge and context and has informed the funded kindergarten enrolment estimates in Section 4.

3.2 KEY CONSIDERATIONS

Key demographic trends that influence demand for kindergarten

Hobsons Bay is located at the northern end of Port Phillip Bay and includes the suburbs of Altona, Altona Meadows, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood and Williamstown.

In 2020 the estimated population of Hobsons Bay was 99,014. This is forecast to grow to 107,031 by 2025, and 114,426 by 2030. Hobsons Bay is a diverse community, with 30.4 percent of the population born overseas, and 29.9 percent of the population speaking a language other than English (Census, 2016).

In addition, 4,956 residents (or 5.6% of the population) require direct assistance in their day-to-day lives due to disability. It should be noted this covers all age cohorts and is inclusive of children, parents and caregivers (https://profile.id.com.au/hobsons-bay/assistance).

Victoria in Future (VIF) 2019 projects that the number of three and four-year-olds in the City of Hobsons Bay will increase from 2,651 to 2,831 over the eight year roll-out period of the reform (2021-2029). The Department of Education and Training (DET) estimates that this growth, in combination with the rollout of Three-Year-Old Kindergarten, will increase demand for kindergarten places and, as a result, Hobsons Bay will experience demand pressure that cannot be met through existing capacity.

Hobsons Bay is one of the smaller Victorian metropolitan Local Government areas and has a high concentration of 'for profit' childcare providers (45% of Hobsons Bay early childhood education and care services) operating within the municipality. It is the Council's view it may be challenging for 'for profit' long day care providers to change their service offering to accommodate funded Three-Year-Old Kindergarten places in the first few years of the reform. The Department's Area teams are available to support services to transition to Three-Year-Old Kindergarten, including providing guidance on programming models that will assist with increased enrolments resulting from the reform.

Percentage of services by management type, LGA level (NQAITs, 2020)						
Туре	%					
Local Government	0%					
Private not for profit	55%					
Private for profit	45%					
Other	0%					

In 2021, there are 13 community managed kindergartens, eight not for profit long day care /kindergarten services operating from council owned facilities and 17 'for profit' childcare centres within the municipality, equating to 38 early education and care providers.



Projects or trends that may influence supply of early childhood education and care

Participation rates

In 2020, 65% of 1,411 four-year-old's were registered to attend sessional kindergarten through the Hobsons Bay Kindergarten Central Registration Scheme. The remaining 35% either accessed a funded four-year-old program in a Hobsons Bay not for profit or 'for profit' long day care service, travelled outside the municipality or did not attend a kindergarten program. Overall, the Hobsons Bay four-year-old participation rate is 92% (VCAMS, 2018.)

Areas of disadvantage

The Socio-Economic Indexes for Areas (SEIFA) identifies Hobsons Bay as the ninth most disadvantaged local government area in Melbourne, with high variation across the municipality. Within Hobsons Bay, Laverton, Altona North, Altona Meadows, and Brooklyn record the most disadvantaged rankings on the SEIFA index compared with the State average, while suburbs such as Williamstown and Newport record relatively advantaged rankings.

Housing regeneration and extensive residential development will occur over the next 10 years on former industrial land in the Altona North, South Kingsville, and Spotswood areas which are expected to attract a large number of young families and therefore, a significant increase in the number of children aged 0-4 years.

Further, Altona North will see the most significant population increase. Estimated population in 2020 was 16,300. In 2025, population is forecast to grow to 19,145 and by 2030, Altona North is expected to have 23,353 residents. This indicates an annual average growth rate of 3.7 per cent, which is more than twice the rate expected for Hobsons Bay as a whole.

The Hobsons Bay Community Services and Infrastructure Plan 2020 -30 indicates that 11.5% of children in Altona North had not attended early childhood education and care prior to school entry, compared to 8% of Hobsons Bay children overall (Australian Early Development Census, 2018).

Covid 19 impacts

The impacts of COVID 19 are yet to be fully realised, including in the early childhood sector. The likely impacts of COVID-19 on population trends are not yet estimated. In addition, changes to funding, the expansion of free kindergarten and more people working from home may change the way in which people prefer to access services in their local community over the coming years.

Financial constraints post COVID 19 could also influence the choice of stand-alone kindergarten over kindergarten delivered in a long day care setting. The fees for sessional kindergarten services are lower than that of long day care but provide less flexibility such as to attend additional days or for longer hours.

Service models considerations

Hobsons Bay City Council does not directly manage kindergarten or childcare services. It supports access to kindergarten and other early years services through service and infrastructure planning and the provision of facilities and facility maintenance.

From 2023 services can offer up to 15 hours weekly of funded Three-Year-Old Kindergarten therefore Council and the Department of Education and Training will need to collaborate with services to ensure sufficient kindergarten places are available to meet demand.

More families are wanting to access longer kindergarten sessions than ever before. Session flexibility and adaptability will need to be considered across all suburbs, together with local area data and community demands. Community and Central Kindergarten Registration Scheme feedback indicate sessional kindergarten is a more financially viable and accessible option for families from lower socio-economic backgrounds.



Several sessional kindergartens have consistently high enrolments and waiting lists due to other factors beyond demand and supply. These include:

- Location on or near school sites Families with multiple children accessing numerous education and care services e.g. school and kindergarten are unlikely to want to travel between suburbs and will have preference for services to be near each other for time efficiencies.
- Family relationship with the service
- Timetabling including offering 2 x 7.5 hours

Key local geographic considerations or information relevant to Three-Year-Old Kindergarten Location preferences

A high proportion of Hobson Bay families indicate a preference to access a kindergarten program within their neighbourhood. Additionally, while some families may travel across neighbourhoods to access a kindergarten program most CALD communities within Altona North and Laverton areas may be challenged to connect and access kindergarten services outside their local precincts.

Unmet need

Hobsons Bay Community Services and Infrastructure Plan 2020 – 2030 provides Council with a strategic framework for the provision and delivery of community services and infrastructure to meet the current and emerging needs of the community. It was developed using evidenced based population data and projections, comparing this against current facilities and service levels to determine long term needs.

The KISP has identified unmet demand in delivering 15 hours of funded Three-Year-Old Kindergarten through the life of the Reform in Newport, Williamstown, Seabrook, Altona North and Altona. The DET Kindergarten Infrastructure and Service Plan (KISP) has estimated demand within SA2 areas and not within precincts or neighbourhoods.

SA2 include Altona North, Brooklyn, Newport West and East, Spotswood, and South Kingsville

- The KISP identifies Altona North as an area with unmet demand. It will require additional
 infrastructure to support this Reform. Altona North has the lowest number of licensed
 standalone kindergarten places available (60 licensed places) within the municipality and 521
 licensed places associated with long day care providers.
- Additional infrastructure is required in Newport West and East, South Kingsville and Spotswood to meet demand from 2025. Recommended expansion of infrastructure in this SA2 with a particular emphasis in the Spotswood and South Kingsville precincts to meet unmet demand.
- A current active planning application for a long daycare centre in Spotswood has been submitted with no information regarding proposed capacity.

Williamstown

The KISP indicates there is demand for 425 15-hour enrolment places available in Williamstown and theoretically demand for three and four-year-old kindergarten could be met by private long day care providers offering a kindergarten program. Most long day care private providers do not offer a sessional kindergarten option.



However, this community have expressed a desire for choice with many parents preferring a sessional kindergarten program demonstrated by registrations already received at the Range Children's Centre and Robina Scott Kindergarten for 2022. While these services currently meet existing demand, if families are not able to access funded kindergarten through long day care private providers, as the increase in hours is rolled out, demand will exceed supply well before 2029 when unmet demand is forecast to be triggered in the KISP.

Seabrook

The KISP indicates there will be a small amount of unmet demand triggered in 2026. Further analysis and planning will be required to determine what early years services local families will require as the kindergarten/community centre is located near to the boundary of Wyndham and Hobsons Bay.

Other information about the expansion of early childhood services

Council manages the Central Kindergarten Registration Scheme for three and four-year-old sessional kindergarten in council owned facilities. To support vulnerable families, the scheme is free for Health Care Card holders and kindergarten promotional material has been translated into the five most commonly spoken Hobsons Bay community languages (Arabic, Hindi, Simple Chinese, Punjabi and Karen). This has proven to be successful in overcoming barriers to engaging with Culturally and Linguistically Diverse (CALD) communities who can sometimes find registration difficult.

Future expansion of early years infrastructure/services need to take into account geographical barriers within the municipality. The effect of these barriers are described in Council's long term Community Services Infrastructure Plan. The Westgate Freeway is a significant access barrier that inhibits both walkability and drivability for families in the Spotswood, South Kingsville and Brooklyn precincts. The freeway splits Laverton into two sections which is further compounded by the Werribee train line further dividing the suburb. The Williamstown/Werribee railway line and the Newport/Sunshine freight line also present access barriers for Spotswood and South Kingsville residents. Brooklyn has limited scope for future population growth due to being small in size and being located at the top of the municipality.

Council and the Department of Education and Training will jointly review the state of funded kindergarten supply, demand, and infrastructure requirements in Hobsons Bay in 2023.



4. FUNDED KINDERGARTEN ENROLMENT ESTIMATES BETWEEN 2021-29 FOR CITY OF HOBSONS BAY

4.1 PURPOSE

As Three-Year-Old Kindergarten is rolled-out and Victoria's population grows, demand for both Three and Four-Year-Old Kindergarten places will increase significantly. While additional capacity will be needed to meet this demand, this will vary across the State and over time, due to differences in the capacity of existing services, growth trends and sector composition.

To identify where, when and how many additional kindergarten places are expected over the roll-out in City of Hobsons Bay, Hobsons Bay City Council and the Department have developed:

- 1. A summary of the current provision of kindergarten within the LGA (**Section 4.3**).
- 2. An approach to optimising the utilisation of existing services and infrastructure through 'change management' strategies that Hobsons Bay City Council and the Department will support to help meet additional demand in the LGA (**Section 4.4**).
- 3. An estimate of the Three and Four-Year-Old kindergarten places that <u>cannot</u> be met through existing services for the 2021-29 period, taking into account the additional demand that <u>can</u> be accommodated by optimising utilisation of existing services and infrastructure through point 2, above (**Section 4.5**).

Local Government and providers can use these published estimates to inform reform implementation activities such as service planning, kindergarten program expansion, infrastructure investments and Building Blocks funding applications in alignment with future demand over the 10-year roll-out.

4.2 METHODOLOGY

The estimated Three and Four-Year-Old Kindergarten places used in the following sections have been agreed between Hobsons Bay City Council and the Department, and were informed by:

- Estimates developed by the Department which draw on a range of inputs, including population forecasts, current enrolments and results from the Kindergarten Capacity Assessment Program (KCAP), conducted in 2019.
- The estimated capacity of new services that are planned to open in the LGA (Section 2)
- Local knowledge and context provided by the Local Government (Section 3) that explains
 particular issues and trends in their area.
- The approach to optimising utilisation of existing services in the LGA (Section 4.4), and
- Other sources, such as modelling undertaken by Local Governments and local data.

The KISP measures a service's capacity to deliver funded kindergarten in terms of the number of children it could enrol in Three and Four-Year-Old Kindergarten. The number of funded kindergarten places is different from a service's licensed or approved places, which count the number of children permitted to attend the service at any one time under the license. Many services can enrol more children in their funded kindergarten program(s) than they have licensed places for because they can run more than one kindergarten program per week. Kindergarten places are therefore a more accurate measure of service kindergarten capacity than licensed places.



Three-Year-Old Kindergarten places have been presented as 15-hour places so they can be easily compared to Four-Year-Old Kindergarten places. Moreover, when Three-Year-Old Kindergarten is fully rolled-out in 2029, every three-year-old child will have access to 15-hours of kindergarten.

From 2023 all providers will have flexibility to determine how many hours of funded Three-Year-Old Kindergarten they deliver per week, with a minimum of five hours and a maximum of 15-hours funded pro-rata. It is expected that hours offered will vary. Given this variation, it is important to be aware that during the transition to all three-year-old children receiving 15-hours of funded kindergarten per week in 2029, the 15-hour places presented in this report may represent multiple three-year-old places that individually receive less than 15-hours of kindergarten per week.

These estimates have been developed at an LGA and community level to show the overall forecast and variation within an area. The KISP defines community at the Statistical Area Level 2, which is medium-sized areas which represent a community that interacts socially and economically, with a population range of 3,000 to 25,000 people, and an average population of about 10,000 people.

4.3 SUMMARY OF CURRENT KINDERGARTEN PROVISION

The figures below provide a summary of current kindergarten provision within the LGA and provide relevant context for the estimates of demand for funded kindergarten places included in Section 4.5. The data included in this section are largely drawn from:

- The Kindergarten Capacity Assessment Program (KCAP), collected between June and October 2019.
- The Department's Kindergarten Information Management System (KIMS), as at 2019.
- The Department's Quality and Regulatory Division (QARD) monitoring data, as at 2019.
- The National Quality Agenda IT System (NQAITS), as at Mar 2021.
- The Victorian Child and Adolescent Monitoring System (VCAMS), as at 2018.

Please note that, because these sources were collected at different points, this may result in slightly different totals appearing in the below data.

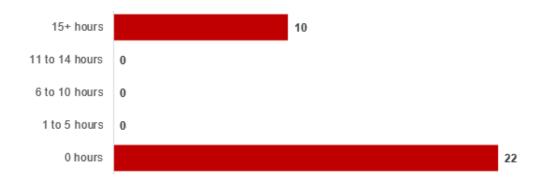
Number of services by service type (NQAITs, 2021)	
Stand-alone kindergartens	13
Long day care centres	27

Percentage of services by management type, LGA level (NQAITs, 2021)							
Туре	Percentage						
Local Government	0%						
Private not for profit	55%						
Private for profit	45%						
Other	0%						



Current kindergarten offering	
Four-Year-Old Kindergarten participation rate (VCAMS, 2018):	92%
Number of services that offer a funded kindergarten program (DET, 2019):	32
Number of services that offer an unfunded Three-Year-Old Kindergarten	10
program (DET, 2019):	

Hours of unfunded 3YO programs currently offered (DET, 2019):



4.4 APPROACH TO OPTIMISING THE USE OF EXISTING SERVICES AND INFRASTRUCTURE

Change management strategies to optimise existing services and infrastructure

Children can often be accommodated through existing spare places and by services 'unlocking' unused capacity. As the experience of providers in the 2020 Three-Year-Old Kindergarten roll-out LGAs shows, while the optimisation of existing services can be challenging, it is highly time- and cost-effective compared to building new capacity through infrastructure projects. It also helps target infrastructure investment to the places that need it most and avoids over-supplying the local market.

Hobsons Bay City Council and the Department will support providers and services to maximise their kindergarten places through the following change management activities and practices:

- Increasing the capacity of any Local Government operated services by:
 - Running additional programs.
 - Using different timetables, including running 7.5-hour days.
 - o Changing the delivery model, such as introducing rotational models or mixed-age groups.
 - Having degree-qualified kindergarten teachers leading integrated kindergarten programs in long day care settings.
- Encouraging and supporting other providers and services in the LGA to undertake change management.

Hobsons Bay City Council and the Department have estimated how many Three and Four-Year-Old Kindergarten places can be accommodated through existing services in the LGA (**Table 1**). Both parties are committed to helping providers and services offer these kindergarten places before progressing to funded infrastructure solutions to meet demand. This commitment is reflected in the LGA and community level estimates below (**Table 2** onwards), which assume that demand will be met first through existing services and second through additional infrastructure. Note that in some



cases the number of kindergarten places that can be offered through existing services may exceed demand for kindergarten places.

Table 1: Total estimated funded kindergarten places that can be offered by optimising existing services and infrastructure across the LGA, between 2021-29 (presented in 15-hour equivalent places)

	2021	2022	2023	2024	2025	2026	2027	2028	2029
Estimated existing supply of kindergarten places	2,359	2,365	2,365	2,365	2,365	2,365	2,365	2,365	2,365

^{*}This may be higher than current three and four-year-old enrolments as it includes any spare places that are currently available or could be generated by making some minor adjustments to programming approaches.

4.5 AGREED ESTIMATES OF DEMAND FOR FUNDED KINDERGARTEN PLACES THAT CANNOT BE MET THROUGH EXISTING SERVICES AND INFRASTRUCTURE

The below estimates (**Table 2** onwards) have been developed by Hobsons Bay City Council and the Department to illustrate the estimated:

- 1. Total number of Three and Four-Year-Old Kindergarten places expected over the roll-out period.
- 2. Three and Four-Year-Old Kindergarten places that <u>cannot</u> be accommodated by optimising existing services and infrastructure over the roll-out period.

These estimates have been developed to reflect that the increase in demand for Three-Year-Old Kindergarten places will be gradual.

In estimating how many Three and Four-Year-Old Kindergarten places cannot be accommodated by existing services and infrastructure, Hobsons Bay City Council and the Department have taken into account any new places that will be made available through planned expansions of existing services or new services, into estimates of existing supply, where this information is available. This may include Local Government owned services being developed and planned Kindergartens on School Sites.

These estimates do not, however, estimate how and when the broader sector will expand to meet the additional demand for kindergarten places that are estimated over the roll-out period.

Infrastructure need in the LGA and its local communities is indicated by the bottom rows of the tables in this section (**Table 2** onwards): 'Total kindergarten places that cannot be accommodated by existing services'. For example, if the number of kindergarten places for the LGA or a community is above zero in this row, it means that the area is estimated to need additional infrastructure (noting that further optimisation which avoids the need for additional infrastructure may be possible). Any type of provider — Local Government, not-for-profit or for-profit — can build this additional infrastructure. If this row shows all zeros, it means that there is no estimated need for additional infrastructure in the area.

Local Government and not-for-profit kindergarten providers must refer to the estimates in this section when applying through the Building Blocks Capacity Building Grants stream for Government funding. Under this stream, projects must be in a community where there is infrastructure need as shown in the community's table of estimated demand for kindergarten places (i.e. there are numbers in the



bottom row above zero). Projects in LGAs or communities where demand can be met through existing services (i.e. the bottom row shows all zeros) are not eligible for funding under this stream.

LGA estimates

Table 2: Total estimated three and four-year-old kindergarten places between 2021-29 (presented in 15-hour equivalent places)

LGA level estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	1,365	1,770	1,941	2,114	2,264	2,509	2,653	2,803	2,990
Total kindergarten places that cannot be accommodated by existing services	0	0	0	22	75	278	377	482	628

Community estimates

Table 3-9: Total estimated three and four-year-old kindergarten places between 2021-29 (presented in 15-hour equivalent places)

Altona estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	199	254	278	302	319	349	366	383	407
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	0	28	45	63	86

Altona Meadows estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	229	298	324	361	386	401	419	437	461
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	0	0	0	0	0

Altona North estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	207	289	319	341	385	475	520	568	622
Total kindergarten places that cannot be accommodated by existing services	0	0	0	22	66	156	200	249	303



Laverton estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	77	105	120	139	154	160	168	175	185
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	0	0	0	0	0

Newport estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	364	445	481	515	537	588	618	649	688
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	9	60	90	121	160

Seabrook estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	91	115	123	123	123	156	164	171	181
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	0	34	41	49	59

Williamstown estimates	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total estimated demand for kindergarten places (three and four-year-old children)	199	264	297	334	361	381	400	419	445
Total kindergarten places that cannot be accommodated by existing services	0	0	0	0	0	0	0	0	20



5. AUTHORISATION

The Area Executive Director (Western Melbourne) of the Department of Education and Training and the Director Sustainable Communities of Hobsons Bay City Council endorse this Kindergarten Services and Infrastructure Plan (KISP) for the City of Hobsons Bay by signing on 15/09/2021.

This KISP is not intended to create legal relations or constitute a legally binding contractual agreement between the parties. The parties may review this KISP in 2023 to publish a new version that will replace the previous version.

An out-of-cycle review may be triggered if both parties agree that there has been a change in relevant data, information or the local early childhood sector that significantly affects the reliability of a KISP's estimates for planning purposes.

Signed for and on behalf and with the authority of Hobsons Bay City Council

Signature

Witness Signature

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Signed by Area Executive Director (Western Melbourne), Department of Education and **Training**

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