



Government of  
South Australia

# South Australia's Preschool Infrastructure Guidance Pack: Quick Start Guide

February 2025



Office for  
Early Childhood  
Development

# Acknowledgement of Country

## From the heart:

We acknowledge the Aboriginal peoples as the First peoples of South Australia and as custodians of the lands, waters, skies and communities where we live, learn and raise children.

We recognise Aboriginal peoples as having the longest living culture, raising children safe and strong in their identity, Community, Culture, and Connection to Country.

We pay our deep respects to Elders past and present, and their role as the first knowledge sharers for children. We follow in their footsteps.

Aboriginal peoples, working with and for children, are central in shaping our work. Their wisdom, advice, and guidance enriches our practices, creating a more inclusive and culturally safe environment for children and families.

We respect Aboriginal peoples' ways of being, doing and wise practices guiding our continual learning.

Together we walk and build stronger, more supportive communities for all children.

We acknowledge the impact of infrastructure development to the Aboriginal peoples, as the custodians of the lands, waters, skies and communities where we live, learn and raise children.

## Terminology

In South Australia, we acknowledge the Traditional Owners and Custodians of the lands on which the staff of the Government of South Australia works. We respect preference to use the term 'Aboriginal peoples' to acknowledge in written and spoken language both Aboriginal and Torres Strait Islander peoples.

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# Introduction

## Welcome!

- Do you want to add more preschool children to your care?
- Do you want to upgrade your service or build more space to allow more preschool children to join your facility, but have no idea where to start?
- Are you extremely busy and do not have time to think about expanding your facility or building a new building to accommodate more preschool children?

### **Then, this Preschool Infrastructure Program is for you!**

This Guidance Pack – Quick Start Guide will help you build more space to accommodate more preschool children in a simple step-by-step guide, designed to make your project experience as easy as possible even if you have no building experience at all.



## 1.1 How to read this Quick Start Guide

We understand your time is precious so this Quick Start Guide will give you all you need to know, and do, to start and finish your infrastructure project.

It is designed to be easy to follow and sequenced in the order you need to make decisions as you go through your building journey. You can print this pack so you can easily record your thoughts on the provided worksheets and checklists. Some worksheets are designed to be printed multiple times for when you need it.

If you read through this Quick Start Guide and are uncomfortable that your organisation could action the 10 steps from the Step-by-Step Activities 'Dashboard' on page 13, then please fill out [Flying Start Infrastructure Grants - Guidance Services Questionnaire](#). To be eligible for Guidance Services, applicants must:

- Be eligible for a Flying Start Infrastructure Grant
- Be proposing a new or expanded facility creating new preschool capacity in an area of unmet demand for preschool
- Have limited infrastructure experience and resourcing (i.e., no dedicated infrastructure resourcing).

The Office for Early Childhood Development (OECDE) will assess your Questionnaire to confirm your eligibility to receive free and tailored support and will get in touch on next steps.

Lots of handy information is provided in this Quick Start Guide to help you navigate the requirements of the grant application process and delivery of your infrastructure project. Try not to be overwhelmed by the information found within this guide – we have support available for you, and your professional consultant(s) will assist and guide you through the process (refer section [1.4 Available support](#) on page 9 for details).

If you have any questions about this Quick Start Guide, please contact [OECDE.Infrastructure@sa.gov.au](mailto:OECDE.Infrastructure@sa.gov.au).

**ICONOGRAPHY** - Throughout this Guidance Pack you will see some of the below icons, which will let you know what you need to do with that piece of information.



### Checklist

Tick off the list of tasks as you complete them



### Write or draw

Write or draw your thoughts on the page



### Meeting Record

Fill out the sheet during meetings to keep an accurate account of what was said and by whom



### Site visit

Fill out the sheet during site visits to keep a record of who was there, what was said and observations



### Fact Sheet

Provides extra information about the topics covered in this document

## 1.2 Before you start – checklist



### Checklist 1: Before you start

**Tick off all the following items before you get started.**

I have:

- Read the [Flying Start Infrastructure Grants Guidelines](#)
- Checked that I have permission to carry out building changes from my landlord (if you lease)
- Checked that I have permission to carry out changes from my committee/ board
- Considered whether my service is likely to be a Declared approved service (refer to page 15 for details)
- Checked that I have funding/ money to build, considering potential funding co-contribution from the OECDE ([Worksheet 7: Establish finance](#) on page 22 provides more details around costs).
- Thought about adding approved preschool places to my service

*Checklist 1: Before you start*

## 1.3 What you need to do to undertake the project (your responsibilities) – checklist



### Checklist 2: What you need to do to undertake this project

Your responsibilities are summarised in the below checklist. This is the minimum you need to do to increase the preschool capacity of your service within the Flying Start Infrastructure Grants program. Your professional consultant and consultant team can handle the rest.

#### 1.3.1 Grant Stage 1

- Read the [Flying Start Infrastructure Grant Guidelines](#) to ensure you are eligible
- Think about what you want to achieve from the project
- Identify your available funds
- Engage a professional consultant who will help you develop a project cost estimate (budget)
- Identify the people impacted by your project, i.e. stakeholders (your professional consultant will assist)
- Develop a plan to minimise disruption to your services (your professional consultant will assist)
- Pay your professional consultant (and any other consultants)
- Submit the Flying Start Infrastructure Grant Application for Stage 1.

#### 1.3.2 Grant Stage 2 (if invited)

- Work with your professional consultant to develop more details of your project.
- Keep your stakeholders updated on your plans
- Confirm your budget
- Pay your professional consultant (and any other consultants)
- Submit the Flying Start Infrastructure Grant Application for Stage 2.

#### 1.3.3 Successful Flying Start Infrastructure Grant Applicants

- Review, sign and follow the conditions in the Flying Start Infrastructure grant deed
- Engage a builder (contractor) under a building contract that best suits your project. Refer to Fact Sheet 9 for different types of contracts and which one may be most suitable for you
- Keep your stakeholders updated on the construction progress, especially any potential disruptions
- Keep an eye on the construction progress (your professional consultant will assist)
- Manage the budget and time (your professional consultant will assist)
- Pay your professional team and builder
- Submit regular progress reports to the OECD, as per the grant deed
- Submit required evidence in accordance with the grant deed to obtain grant payments
- Submit a grant acquittal form upon project completion, as per the grant deed
- Accept responsibility for any cost exceeding the agreed grant funding amount

All projects are different, so you may need to undertake more tasks than the above list, however your professional consultant, and the OECD, will support you along the way until your project is finished.

*Checklist 2: What you need to do to undertake this project*

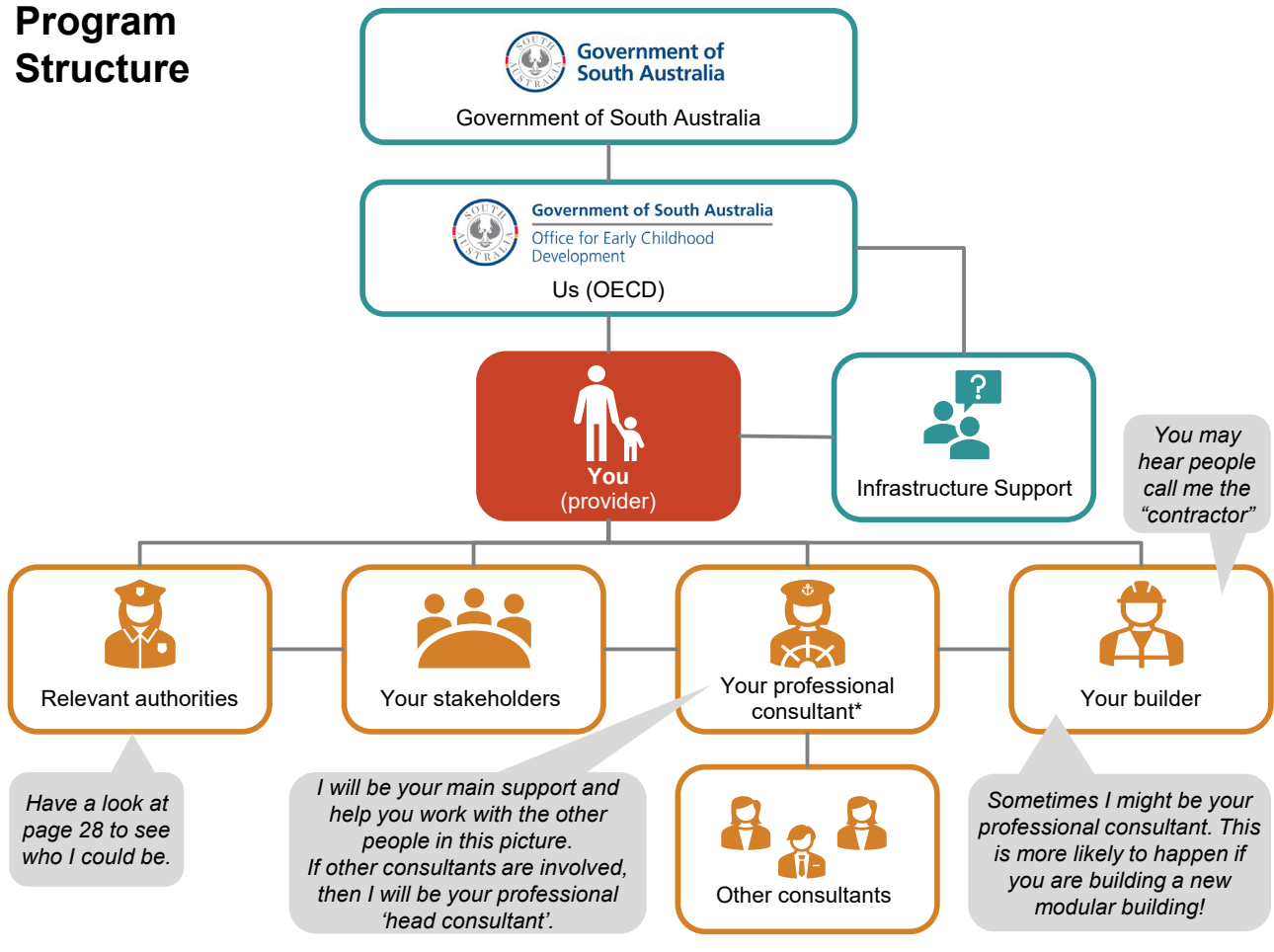


## 1.4 Available support

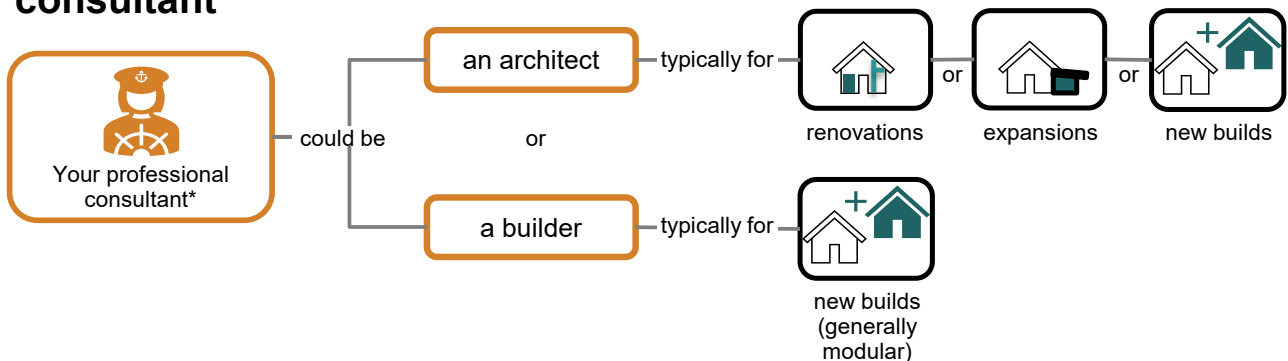
This grant program is supported by the Government of South Australia and facilitated by us, the OECD. Along with our infrastructure Support Partners, who are experts in delivering Infrastructure projects, our goal is to assist you to deliver additional places for preschool children if you are eligible for this program. See Figure 1 for more details.

### 1.4.1 Who will be involved with you (Program Structure)

#### Program Structure



#### Professional consultant



\* Refer to **Fact Sheet 1** (link on page 59) for information around what a professional consultant can do for you. If you are unsure which professional consultant you might need, eligible grant applicants can contact the OECD for advice.

Figure 1: People who will be involved with you to deliver your project

### 1.4.2 Your responsibilities when working with your professional consultant

- Meet with your professional consultant on a regular basis as agreed with your professional consultant.
- Contribute your thoughts throughout the project, particularly in the plan and design development stages.
- Remember, it is your building so make sure you understand and are comfortable with the proposed design, including checking that the proposed spaces will be easy for you to run and maintain.
- As soon as you have any concerns, raise these with your professional consultant.
- If you are not comfortable with your professional consultant or need help understanding your discussions with them, please reach out to [OECD.Infrastructure@sa.gov.au](mailto:OECD.Infrastructure@sa.gov.au) for additional support.

### 1.5 When to engage a professional consultant

A professional consultant will help you identify and refine the cost of your proposed project. The cost of your project will depend on many factors and will be estimated and refined multiple times as the design develops, until you have hired a builder and agreed on a building cost. Even after you have hired a builder there may be a chance there could be more costs due to unexpected finds on your site. However, the chance of an unexpected find should be significantly decreased if you follow the steps outlined in this Guidance Pack.

We strongly recommend that you engage a professional consultant **as early as possible** in the Stage 1 grant period to obtain a rough order of magnitude cost for your proposed project. The cost to develop a concept design and provide the initial cost advice is in the order of \$5,000-\$15,000 for an expansion project that is less than \$2M and in order of \$15,000-\$25,000 for a new building up to \$6M total project cost.

### 1.6 Approvals you must obtain before finishing your project

## Checklist 3: Approvals you must obtain before finishing your project

**Check you have the following approvals in time to start the next step:**

What approvals do I need?	When is the latest I need to obtain this approval?
<input type="checkbox"/> Landlord/ body corporate approval	<input type="checkbox"/> Before submission of Stage 1 grant application
<input type="checkbox"/> Committee/ board approval	<input type="checkbox"/> Before submission of Stage 1 grant application
<input type="checkbox"/> Planning Consent	<input type="checkbox"/> Before <b>starting construction</b>
<input type="checkbox"/> Building Consent	<input type="checkbox"/> Before <b>starting construction</b>
<input type="checkbox"/> Certificate of Practical Completion	<input type="checkbox"/> Before <b>entering the finished construction without builder supervision</b>
<input type="checkbox"/> Certificate of Occupation	<input type="checkbox"/> Before <b>you and your staff start to use of the finished construction</b>
<input type="checkbox"/> Education Standards Board (ESB) approval	<input type="checkbox"/> Before <b>opening the finished construction for provision of ECEC services</b>

*Checklist 3: Approvals you must obtain before finishing your project*



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# Your project from start to finish



Office for  
Early Childhood  
Development

2

## 2.1 How to start and build your project – Overview

Majority of infrastructure projects contain the following 4 basic steps (see Figure 2).

These are the steps you will follow to run your project from start to finish. A more detailed step-by-step summary and checklist is shown in Figure 3 on page 13.

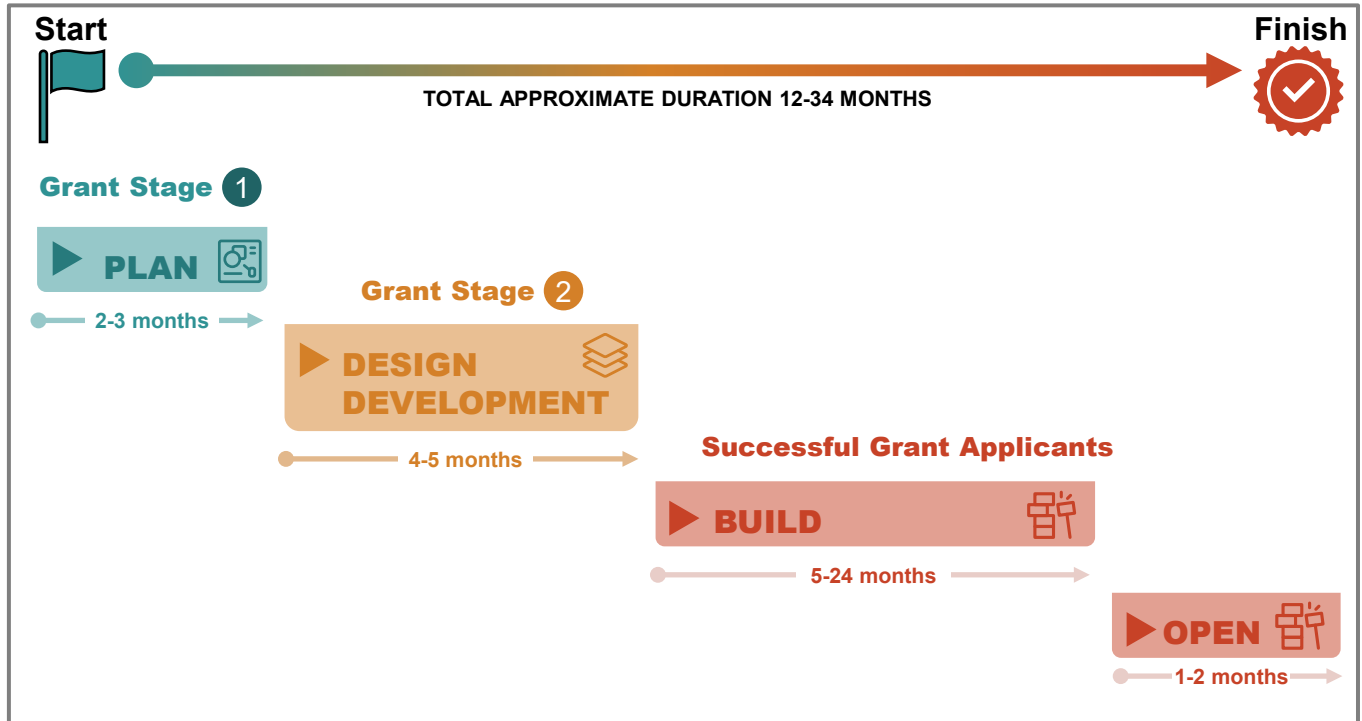


Figure 2: High level snapshot of a project schedule from start to finish

- Each basic step in Figure 2 above is broken down into 10 detailed steps which are aligned with the Flying Start Infrastructure Grants application stages, refer Figure 3.
  - Each detailed step has a checklist of activities which you should complete before moving onto the next step.
  - Please note, at the time of Grant Stage 2 application, your design is required to have reached 'Developed Level' (as defined in grant guidelines), but dependent on the type of building contract you plan to use (refer Fact Sheet 9) you may have a more advanced design at this point to be ready to hire a builder following grant award. Generally, the closer your design is to completion, the greater the accuracy of your final cost estimate.
  - If you think you can skip some activities, please check with your professional consultant before skipping
- See Figure 3 for further detail.

## 2.2 Step-by-Step Activities 'Dashboard'

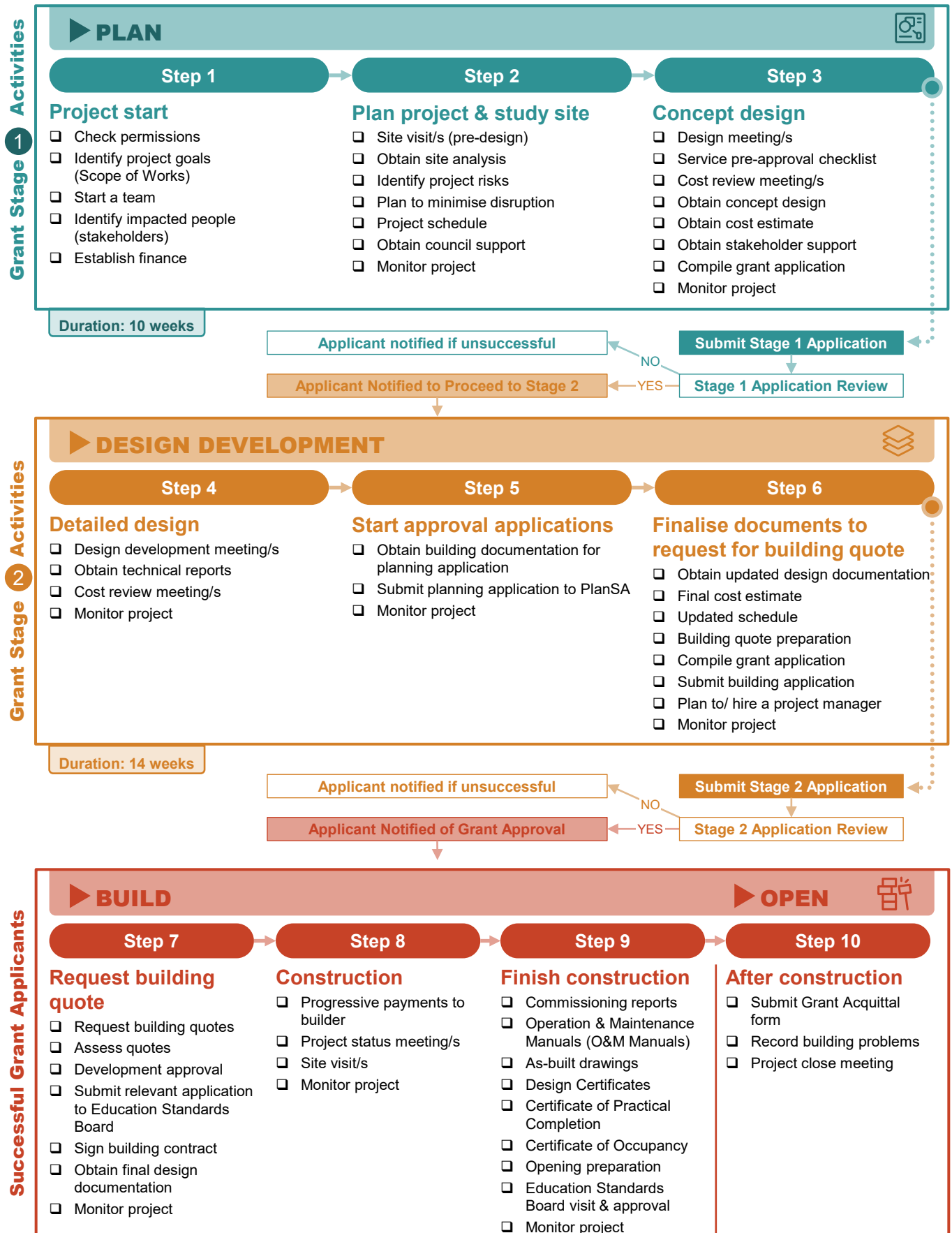


Figure 3: Step-by-Step Activities 'Dashboard'

## 2.3 Grant Stage 1 | Step 1 - Project start



### Checklist 4: Step 1 - Project start

What you need to do to undertake this project

#### 1. Check permissions

Tick off all items in *Checklist 1: Before you start* (Section 1.2 on page 7) to ensure you have checked you have the key permissions to undertake a building project at your service.

#### 2. Identify project goals (Scope of Works)

Work through *Worksheet 1: Identify your project goals (Scope of Work)* on page 15 to help you think about what you want to achieve at the end of your building project. Having a rough idea of your project goal will kick-start your project and allow you to hire a professional consultant.

#### 3. Start a team

You will need at least one internal team member and one professional consultant to run your project. It is best if these people remain on the project from start to finish. See *Worksheet 3: How to find your professional consultant* on page 19 & *Worksheet 4: Start a team* on page 20 for instructions on how to hire a professional consultant. More information can be found on **Fact Sheet 1**, refer to page 59 for a link to the fact sheet.

#### 4. Identify impacted people (stakeholders)

Your project will likely impact some people or organisations within or outside your service, these people are called your project 'stakeholders'. To run a smooth project from start to finish, any person who might be impacted by your project should be informed of your project progress throughout each step of the way. Work through *Worksheet 5: Identify who will be impacted by your project (Stakeholders)* on 21 to discover who are your project stakeholders and what you need to do to keep them informed. Keep a record of all communication with your stakeholders by filling out *Worksheet 6: Stakeholder communication record* on page 22 after each conversation.

#### 5. Establish finance

Before you go too far with your project, work out how much money you can spend on this project, this will be your project budget. When you hire your professional consultant, they will ask you for your budget. To work out your budget, follow *Worksheet 7: Establish finance* on page 23.

#### Checklist 4: Step 1 - Project start

#### Your first step

Your first step is to work out what you have at your service (if expanding your existing service) and what you want to achieve (your 'project goals'). Knowing your project goal is the first step of developing a 'Scope of Works' document. This is the first document that all projects need and will be used when you start to hire your professional consultants.

#### What is Scope of Works?

Scope of Works is a description of what you want to build and achieve at the end of the project. It describes what success looks like to you. This description will help your entire team be on the same page, and let the builder know what to build. Refer to *Worksheet 1: Identify your project goals (Scope of Work)* on page 15.

#### Main goal

As your project is applying to be part of the Flying Start Infrastructure program, one of your main goals will be to increase approved places for children attending preschool at your service. The following worksheets will focus on this goal. Move through the following worksheets and write down your thoughts around prompts and questions. These will be teased out with your professional consultant when you hire them further along in Step 1.

Worksheet 1: Identify your project goals (Scope of Work)



## Worksheet 1: Identify your project goals (Scope of Work)

### 1 What do you want to achieve?

This is when you can brainstorm your ideas on paper and explore ways to increase the number of approved preschool places at your service.



Yes  No  Unsure

Consider if you already know the number of approved preschool places you want to add to your service...



Yes  No  Unsure

... or if you have a certain budget in mind and you want to find out how many approved preschool places you can add within that budget...



Yes  No  Unsure

... or, perhaps you haven't had much time to consider this but want to find out what can be done within your current service to add approved preschool places at minimum cost?

Tick the boxes above which are most relevant to you!

### Approved preschool places

- 2
- I currently have \_\_\_\_\_ # of approved places for preschool children at my service
  - Additional preschool children I am targeting in my project is \_\_\_\_\_ # of approved places
  - I am a declared approved service (Yes / No) \_\_\_\_\_

**Declared approved services** refer to education and care services based at a service that were licensed under the *Children's Services Act 1985* or operated before the National Law came into effect in January 2012 and where no infrastructure works have been undertaken. This means declared approved services are approved to educate and care for the same number of children as before this law using the previous area per child ratio of 2.8sqm per child, instead of the ratio of 3.25sqm per child under the current National Law. Follow the link on page 58 for more information.

**Important to know:** If you are a declared approved service and you make changes to your spaces, you will likely have to meet the new requirements under the National Law which may impact the number of approved spaces that you can target in your project.

### 3 Have you thought about what you would like to build?

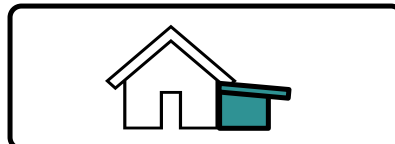
There are many ways to add space to your service, such as internal alternations, expansions or a new building. Each way has its pros and cons. Your professional consultant can help you identify the most suitable way to add space to your service.



Yes  No  Unsure

**Internal alteration**

Best if you have space in your service that you are not using or can be better used. Or you do not have extra space around your service to add more building.



Yes  No  Unsure

**Expansion**

Best if you only need another room or two and you have some available land around your service.



Yes  No  Unsure

**New build**

Best if your building is old and in poor condition, or you want to add a significant number of approved places and have a larger piece of available land.

Feel free to tick more than one box!



# Worksheet 1: Identify your project goals (Scope of Work)



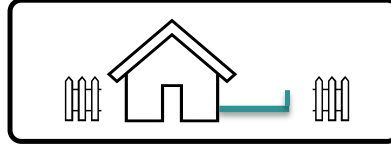
## 4 Do you have under-utilised space that is hard to use?

List, photograph or take a video of spaces in and around your building that is hard to use or is not used often. This space may be able to be converted to usable space to increase the approved preschool places at your service.



Yes  No  Unsure

Consider if you have any outdoor areas that are not used often...



Yes  No  Unsure

... or a verandah that can not be used due to poor condition or lack of wheelchair access...



Yes  No  Unsure

... or space inside the building that can be used better?

*It is ok to be as brief or detailed as you like, and there is no right or wrong answer. Simply jot down your thoughts and your professional consultant will work with you to refine this Scope of Work document.*

## Current spaces

The below list of spaces in my current service is not used well:

Unused spaces e.g. storeroom at back of building	Could be used better	Not enough space	Too much space





## Worksheet 1: Identify your project goals (Scope of Work)

### Project goal

Now that you have had a chance to think about the possibilities write down your first draft of your project goal/s.

**Handy tip** – remember to mention how many additional preschool places you are targeting

**My project goal is to...**

(e.g. add a new part to the building that will provide classroom space for 10 more preschool places)

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Have lots of other ideas or questions? Feel free to write them down here so you can talk to your professional consultant the next time you meet with them!

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Prefer to draw? Use this space to start sketching.

Worksheet 2: What type of spaces might be included in your design?



## Worksheet 2: What type of spaces might be included in your design?

Just remember, your project must increase preschool capacity to be eligible for the Flying Start Infrastructure Grant. Only spaces for preschool and shared spaces are eligible for co-contributions

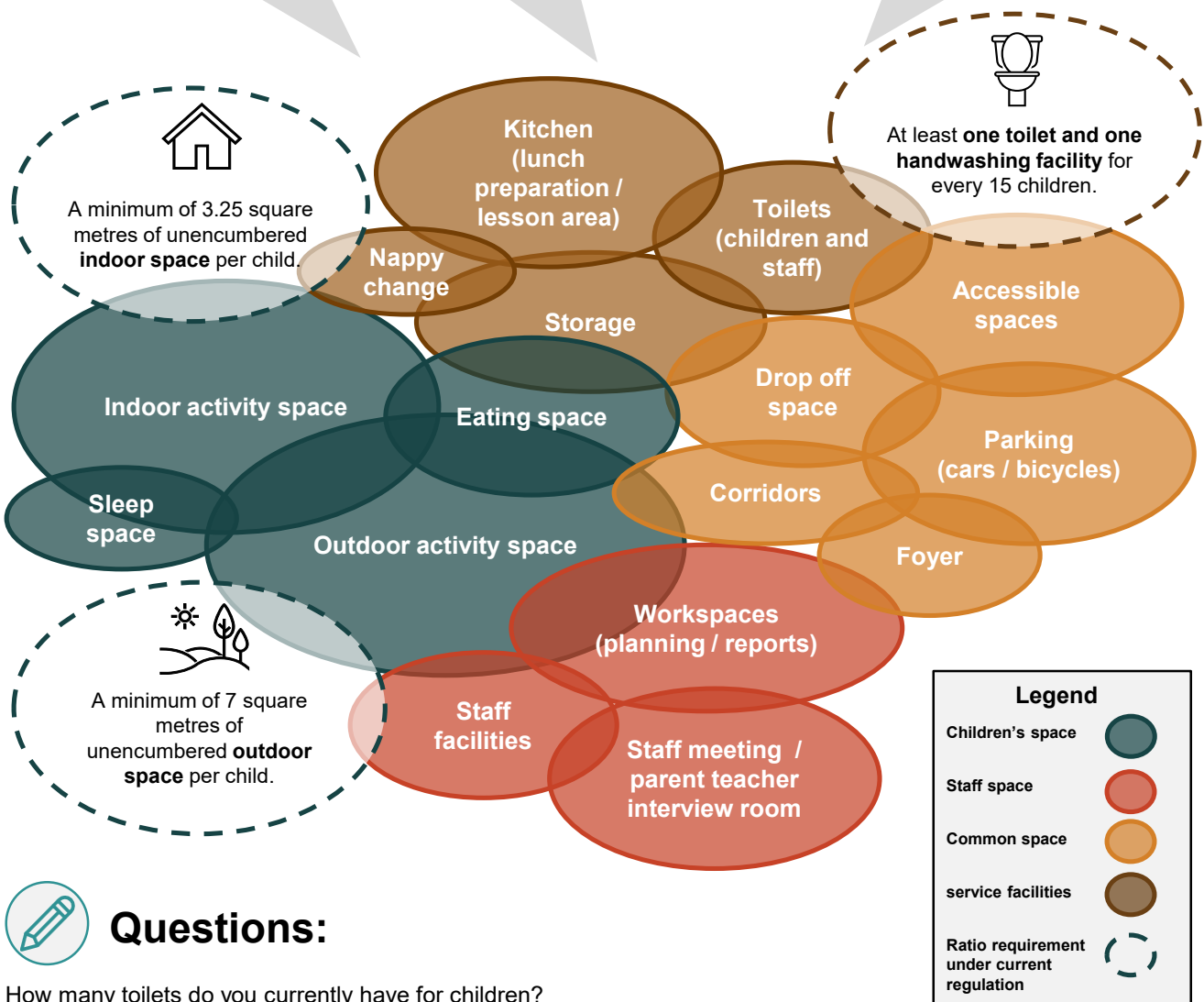
For example, expanding your baby or toddler room is not eligible for co-contributions

Shared spaces may be eligible for grant funding, as outlined in the Flying Start Infrastructure Guidelines.

An example of a shared space is your kitchen that is used to prepare food for all age groups.

'Accessible spaces' describe a space that is designed to be usable by all individuals, including people with disabilities.

A few examples include ramps, automatic doors, extra wide doorways and corridors, larger toilets and adjustable desks.



### Questions:

How many toilets do you currently have for children? \_\_\_\_\_

What is your current total of unencumbered indoor space? \_\_\_\_\_(sqm)

What is your current total of unencumbered outdoor space ? \_\_\_\_\_(sqm)

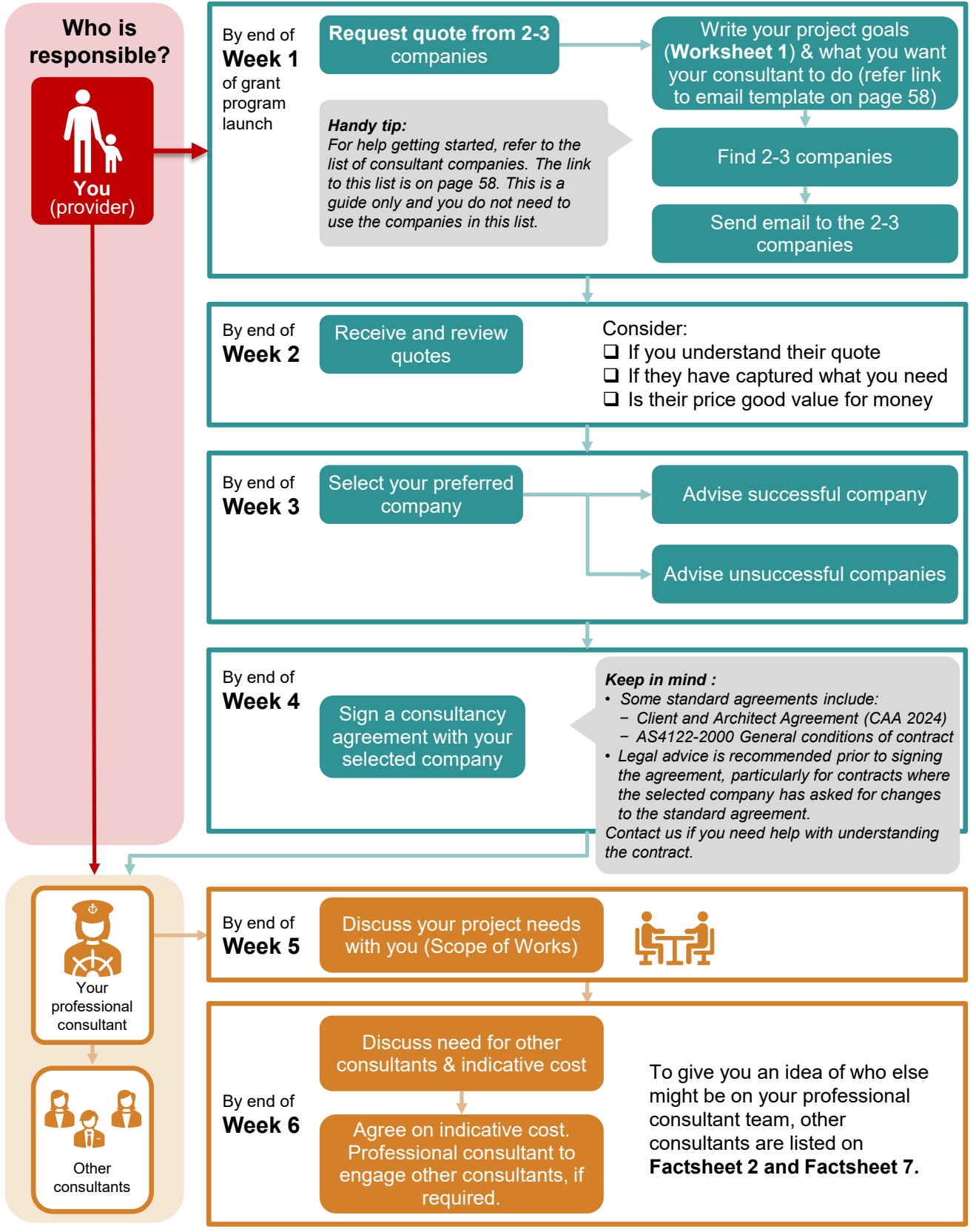
Your professional consultant can help you calculate the total unencumbered indoor and outdoor spaces if you do not know. Refer to Factsheet 6 for an explanation on unencumbered spaces.

Worksheet 3: How to find your professional consultant



## Worksheet 3: How to find your professional consultant

Your professional consultant can support you at every step in your project. See [Fact Sheet 1](#) for some of the support they can provide you (link on page 59)





Worksheet 4: Start a team



# Worksheet 4: Start a team

## Building a project team

Internally \_\_\_\_\_ (name) will manage this project and be the key contact for my professional team.

The main professional consultant for my project is: \_\_\_\_\_ (name of company).

Other consultants that my professional consultant has recommended include:

- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).
- \_\_\_\_\_ (name of company).

**Handy tip** –use *Worksheet 3: How to find your professional consultant to help you in this step.*

Worksheet 5: Identify who will be impacted by your project (Stakeholders)



## Worksheet 5: Identify who will be impacted by your project (Stakeholders)

Follow the below steps to learn how to find and communicate with your stakeholders.



Anyone who might be affected by your project could be one of your 'stakeholders'. Stakeholders should be kept informed throughout your project; however not all stakeholders need the same amount of information. Your professional consultant will be able to let you know how much information each stakeholder needs from you.

**1. Who do I share my facilities with?**

E.g. Community health services, Children and Family Health Services (CaFHS) groups, playgroup, etc.

**2. Who are my neighbours?**



Yes  No  Unsure

**Residents**

Consider if your neighbours live close to your building area, so may be at home at any time...



Yes  No  Unsure

**Workers/ shoppers**

... or they work or shop close by and will only likely be there during business hours...



Yes  No  Unsure

**Noise sensitive neighbours**

... or they might need peace and quiet at all times or only during certain hours...



Yes  No  Unsure

**Nature**

... or they might be wildlife which require protection during construction?

Tick all the boxes that might apply to you, or it could be others not listed here. Please make a list in Step 6.

**3. Who will need to approve my project (refer to Page 10 for details).**

E.g. Your service committee/ board, your landlord, Education Standards Board (ESB), PlanSA etc.

**4. Who has or is investing or funding my long day care (childcare) service?**

E.g. Benefactor, other grant funding body, etc.

**5. Who will be impacted by the operational changes before, during or after construction?**

E.g. children, parents and staff from your service, maintenance team etc.

**6. Who will be interested in how your long day care (childcare) is designed?**

E.g. Your service committee/ board, children, parents and staff from your service, maintenance team etc.

**7. My stakeholders are:**

Will they want to know about the project design?



Will they want to be kept informed about construction and any disturbances?

	Yes	No	Unsure	Yes	No	Unsure
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Etc.						

Worksheet 6: Stakeholder communication record



## Worksheet 6: Stakeholder communication record

### Record details

Discussion type: e.g. phone call, email, meeting

Discussion #:

Date:

Stakeholders involved?

e.g. Families, council, Education Standards Board, neighbours

### List of concerns from the stakeholder

### Agreed solutions

1.

2.

3.

4.

5.

### Other comments

Worksheet 7: Establish finance



## Worksheet 7: Establish finance

### Funding sources

**1st step:** I can get funding from the following places (excl. Flying Start Infrastructure Grants):

Funding Source	Funding amount (\$)
<b>TOTAL FUNDING AMOUNT</b>	

### Cost Estimate

**2nd step:** The first draft of the cost estimate of my project is:

*If you don't know some of these items, ask your professional consultant on how much to put here.*

Project costs	Amount (\$)
1. Land cost (if you are buying new land for your project)	
2. Professional consultant fees (refer <a href="#">Worksheet 3: How to find your professional consultant</a> on page 19 for how to get quotes)	
3. Authority fees and insurances	
4. Temporary works (if any)	
5. Early works (if any)	
6. Main building works (including structure, façade, internal fit-out, utility services, external works, builder's indirect costs i.e. fees)	
7. Furnishing – remember, this is not eligible for the grant.	
8. Any other costs	
<b>Subtotal (excl. GST)</b>	
9. Contingency (at least 15% of the total cost for Items 1-8)	
<b>Total (excl. GST)</b>	
<b>TOTAL (INCL. GST)</b>	



## Worksheet 7: Establish finance

### Spaces related to preschool vs not related to preschool

- 3<sup>rd</sup> step:** Are there any costs in the **2<sup>nd</sup> step** which will not go directly towards adding additional approved places for preschool children? If so, these spaces will not be eligible for the grant. Please separate the spaces in the table below.

List of spaces related to preschool	List of spaces <u>not</u> related to preschool (i.e. for children younger than 3 years old)
Example: preschool indoor activity room, shared spaces i.e. larger kitchen, more corridors etc.	Example: cot room

### Cost of spaces related preschool

- 4<sup>th</sup> step:** Now have a look at your total cost estimates in the **2<sup>nd</sup> step** and identify how much of those costs are for spaces directly related to preschool, and input those costs below:

Project costs	Amount (\$)
4. Temporary works (if any)	
5. Early works (if any)	
6. Main building works	
8. Any other costs	
<b>Total (excl. GST)</b>	
<b>TOTAL (INCL. GST)</b>	





## Worksheet 7: Establish finance

### Out of pocket costs

- 5<sup>th</sup> step: I will need to spend the following out of my own pocket or from other funding sources, and I will have this amount available by the end of Grant Application Stage 2 (Sept 2025).

Project costs	Amount (\$)
Cost of my project (Total excl. GST from the 2 <sup>nd</sup> step)	
Minus cost that will <u>not</u> go directly towards adding preschool places. This would be the total cost in the 2 <sup>nd</sup> step minus the total cost in the 4 <sup>th</sup> step. (Totals excl. GST)	
<b>Sub-total (excl. GST)</b>	
Minus requested grant amount (maximum 50% of the above sub-total)	
<b>Total (excl. GST)</b>	
<b>GST</b>	
<b>TOTAL (INCL. GST)</b>	

*This is the amount of money that you will need to provide from your own pocket.*

### Cashflow – when will money be spent

Now that you have your budget in the 2<sup>nd</sup> step, it is now time to work out when you will spend that budget. This should be managed in a spreadsheet called a 'cashflow'. A cashflow helps you keep an eye how much money you will likely spend each month, so you don't promise to pay someone at a time when you may not have enough money.

Follow the link on page 58 to use the cashflow template.

*Handy hint – “forecast” is what you are planning on spending every month. While “actual” is what you actually spent.*

### PROJECT CASH FLOW SPREADSHEET EXAMPLE BELOW

Cashflow Template							
Ref #	Description	Total costs	Feb-25		Mar-25		Fo
			Forecast	Actual	Forecast	Actual	
1	Land cost (if applicable)	\$ 200,000.00					
2	Professional team fees	\$ 50,000.00					
3	Authority fees	\$ 5,000.00					
4	Temporary works (if any)	\$ 28,000.00					
5	Early works (if any)	\$ 300,000.00					
6	Main building works (including landscaping, builder's profits etc)	\$ 2,000,000.00					
7	Furniture cost	\$ 50,000.00					
8	Any other costs	\$ 30,000.00					
9	Contingency	\$ 399,450.00					
	<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Cumulative Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## 2.4 Grant Stage 1 | Step 2 - Plan project & study site



### Checklist 5: Step 2 - Plan project & study site

What you need to do to undertake this project

#### 1. Site visit/s (pre-design)

You will need to meet with your professional consultant (and any other important team members) to carry out an early investigation at the project location. This visit will likely include looking at areas such as the existing spaces, landscape, services and impact to your community. Make your site visit notes on [Worksheet 8: Site visit](#) on page 27.

#### 2. Obtain site analysis

Your professional consultant will need to carry out a thorough investigation of your project site and prepare a documented analysis of its physical, environmental and regulatory characteristics, this is called a 'site study' or 'site analysis'. Once prepared, ensure that you ask for a copy of this analysis for your own information. **Factsheet 3** will help to explain the purpose of site studies and how it will impact your final building design. The link to this Fact Sheet is on page 59.

#### 3. Identify project risks

It is important that you consider the possible risks that could impact your project. [Worksheet 12: Identify project risks](#) on page 32 will provide an explanation on why and how to identify, record and reduce your project risks.

#### 4. Plan to minimise disruption

Unless you are building in a different location to your current service, there will likely be a level of interruption to your operations during construction, particularly if you plan to operate your long day care (childcare) service at the same time. Complete [Worksheet 10: Plan to minimise disruption](#) on page 30 to help identify what and when certain areas might be disrupted during the works and how you can plan to make it as trouble-free as possible for the children, staff, families, environment and surrounding community.

#### 5. Project schedule

A project schedule is a project timeline that helps to outline the important project markers across the entire life of a project. Complete [Worksheet 11: Project](#) on page 31 by noting down the start and end date for each key task and milestone. Update this document whenever there are any changes to your project, so you can identify any timing problems as soon as possible. Remember, this document will need to be submitted as part of your grant applications.

#### 6. Obtain council support

You will need to reach out to your local council and obtain a letter (or email) of support for your project. Involve your local council early to reduce project risks and develop a positive relationship with an important authority. It is important you understand their key expectations, such as approval fees and what you need to consider around your how your expansion or new building impacts the public street experience. See [Worksheet 9: Authority Approvals – Development Application](#) on page 29 for more information on what to discuss.

#### 7. Monitor project

Common project risks can include exceeding your budget, taking longer to complete than intended, or that the quality of completed works is not meeting your expectations and needs. Complete [Worksheet 13: Project Monitoring Tasks](#) on page 34 to ensure that your project stays on track.

Checklist 5: Step 2 - Plan project & study site



Worksheet 8: Site visit



# Worksheet 8: Site visit

Pre-design

Construction

Education Standards Board

*Tick which stage of the project this site visit is*

### Site details

Site Name:

Site location:

Date:

Site visit #:

Who was at this site visit? e.g. professional consultant

### My notes

### My thoughts

## Authority Approvals

### Overview



Just so you know - your approvals are submitted through the online portals.

Your professional consultant will help you with the approvals. They can even submit them on your behalf!

There are **2 important authorities** that need to check and approve your proposed project before you begin

State Planning Commission (PlanSA)

Education Standards Board

You have the option to use the building certifier available by your local council when lodging your application to PlanSA or engaging with your own private certifier. Talk to your professional consultant about the pros and cons.

### Authority approval schedule

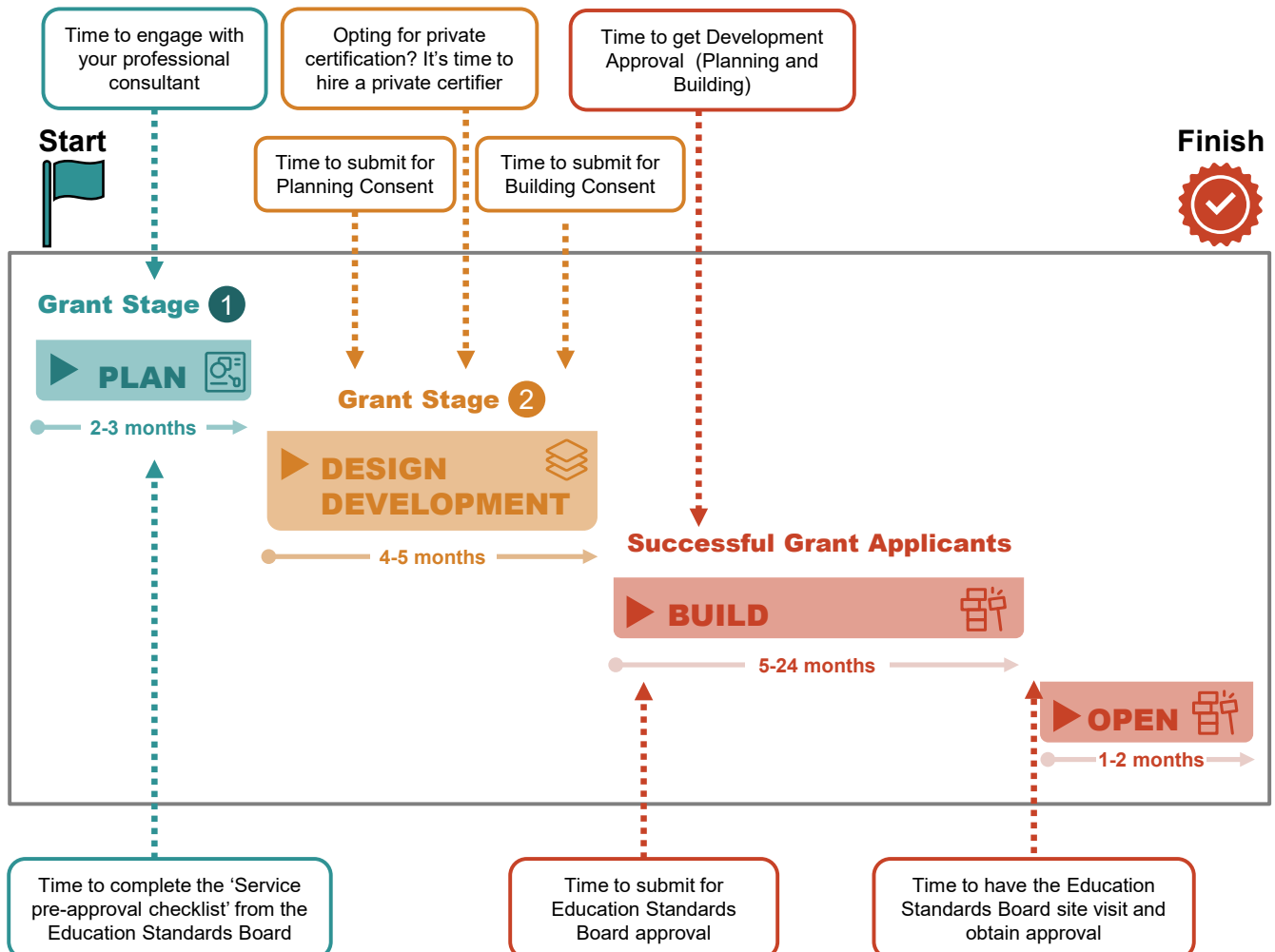


Figure 4: Authority Approvals



## Worksheet 9: Authority Approvals – Development Application

Process runs across all project stages

### Obtain council support

Part of Step 2

- 1. I have reached out and obtained a letter (or email) of support.** This letter confirms initial discussion with my local council that may include:
  - My initial ideas, location, possible risks and fees
  - Extra grants and help from the council

### How to submit for Planning Consent

Part of Step 5

- 1. I agreed that my professional consultant will submit my application for Planning Consent on my behalf**  
(OR)  
**I have gathered the required documents I need to submit for Planning Consent**
  - Existing and proposed site plan
  - Existing and proposed floor plan
  - Existing and proposed elevations
- 2. I have completed the application online, attached required documents and paid the fee.** ([https://plan.sa.gov.au/development\\_applications/lodge\\_an\\_application](https://plan.sa.gov.au/development_applications/lodge_an_application))

*Just so you know – Other documents and plans may be requested from you once submitted.*

### How to submit for Building Consent

Part of Step 6

- 1. I have engaged a private building certifier** (likely to be coordinated by my professional consultant) who will complete and issue my compliance documents  
(OR)  
**I have decided to use the council certifier** and will tick that box when lodging my application for Building Consent through the portal.
- 2. I agreed that my professional consultant will submit my application for building consent on my behalf.**  
(OR)  
**I have gathered the required documents I need to submit to council certifier**
  - Detailed architectural drawing set (existing and proposed)
  - Engineering documents
  - Specifications
  - Compliance documents
  - Description of construction
- 3. I have completed the application online, attached required documents and paid the fee.** ([https://plan.sa.gov.au/development\\_applications/lodge\\_an\\_application](https://plan.sa.gov.au/development_applications/lodge_an_application))

*Just so you know – There are fees involved with each application.*

*Building Rules Consent, and Construction Certificate are key compliance documents that your certifier will issue.*

### Check Development Approval received before start construction

Part of Step 7

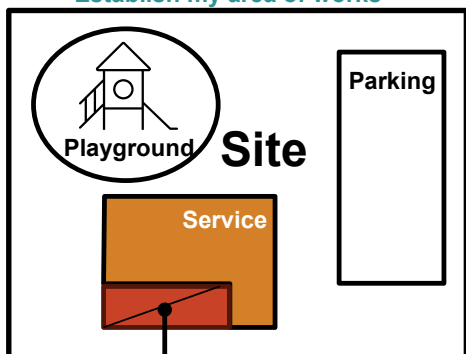
- 1. Before you start construction make sure you have a Development Approval.**  
Development Approval = Planning Consent + Building Consent

Worksheet 10: Plan to minimise disruption



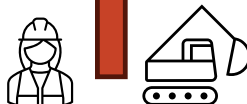
## Worksheet 10: Plan to minimise disruption

### Establish my area of works



New expanded area

### Site access consideration



- 1. I have identified the area of my site that will be affected by the works
- 2. My construction works will have impact on existing...



Yes No Unsure



Yes No Unsure



Yes No Unsure

You may need to provide temporary spaces (such as toilets) during the construction stage

- 3. Other existing spaces in the service that will be impacted during the works include...  
e.g. Foyer, main corridor

- 4. I have informed the Education Standards Board of any existing spaces that will be affected during construction works and commenced the process for obtaining approval for the temporary spaces needed
- 5. If possible, I have zoned the works in stages to reduce the number of affected areas at one time
- 6. I have confirmed if my site includes co-located services that will be impacted
- 7. I have discussed arrangements with any co-located services
- 8. I have considered how the construction workers will be accessing the site during works
- 9. I have considered if the works are able to be completed outside of long day care (childcare) hours
- 10. I have informed families of any important details or impacts that might occur during works

Worksheet 11: Project Schedule



## Worksheet 11: Project Schedule

Task Name	Start	Finish
<b>PLAN</b>		
Step 1. Project initiation activities (refer checklist on page 14)		
Step 2. Project plan & site analysis activities (refer checklist on page 26)		
Step 3. Concept design activities (refer checklist on page 36)		
<b>Milestone 1 - Submit Stage 1 grant application</b>		
<b>DESIGN</b>		
<b>Milestone 2 - OECD invitation to proceed to Stage 2</b>		
Step 4. Detailed design activities (refer checklist on page 39)		
Step 5. Planning consent activities (refer checklist on page 40)		
<b>Milestone 3 – Submit planning application</b>		
Step 6. Building quote preparation activities (refer checklist on page 41)		
<b>Milestone 4 – Submit building application</b>		
<b>Milestone 5 - Submit Stage 2 grant application</b>		
<b>BUILD</b>		
<b>Milestone 6 - Grant approved</b>		
<b>Milestone 7 – Receive all relevant approvals from PlanSA (refer to page 29)</b>		
Step 7. Request building quote activities (refer checklist on page 43)		
<b>Milestone 8 – Contractor awarded</b>		
<b>Milestone 9 – Complete design documentation</b> (by builder if D&C, by professional consultant if construct only). Refer link on page 59 for Fact Sheet 9.		
<b>Milestone 10 – Construction works begin</b>		
Step 8. Construction activities (refer checklist on page 45)		
<b>Milestone 11 – Achieved 50% construction</b>		
<b>Milestone 12 – Receipt of practical completion certificate</b>		
Step 9. Testing & finish construction activities (refer checklist on page 47)		
<b>Milestone 13 – Receipt of occupation certificate</b>		
<b>Milestone 14 - Education Standards Board approval</b>		
Step 10. Post construction activities (refer checklist on page 52)		

**Remember:** the 'milestones' above differ from the grant payment milestones and should not be confused.

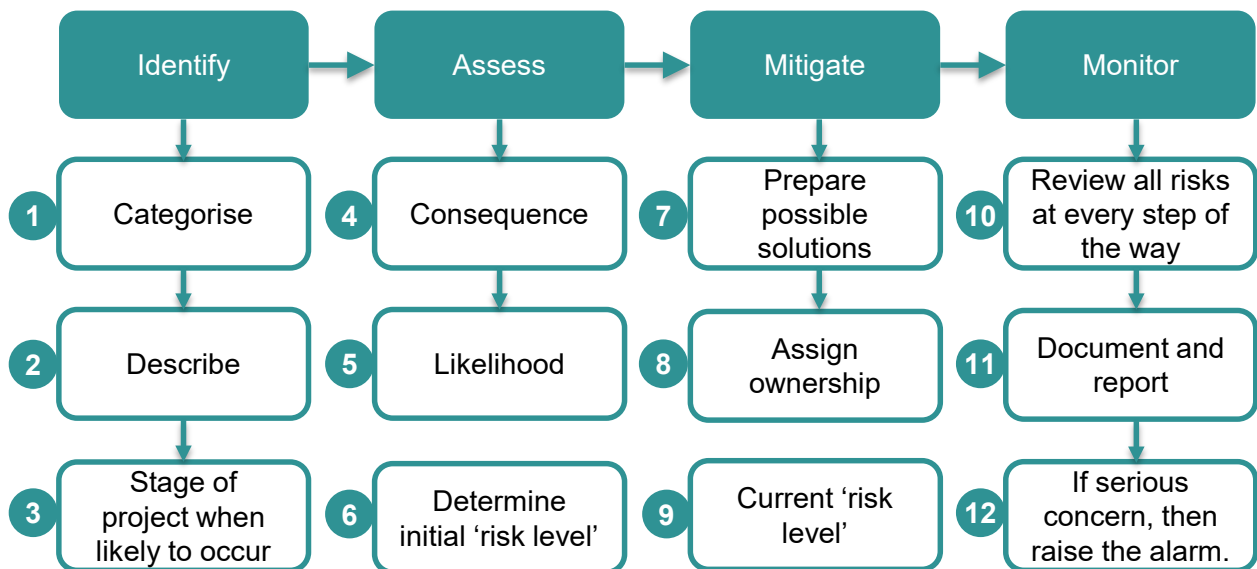
Worksheet 12: Identify project risks



## Worksheet 12: Identify project risks

<p><b>What are project risks?</b></p> <p>Project risk is the possibility of something bad occurring during your project. No matter how simple your project might seem, sometimes something may still go wrong.</p>	<p><b>Why is identifying risks important?</b></p> <p>It allows you to save time, money and resources by preventing problems before they arise or reducing the likelihood of problems. This would lead to a smoother path to a successful project.</p>
<p><b>Who is responsible?</b></p> <p>Everyone on your project team is responsible, including yourself, your consultant team and your builder. Your head consultant will help you identify most of the risks, however you should monitor these risks throughout the project and mention any other concerns to your head consultant. This process is called 'risk management'.</p>	<p><b>Some of the common project risks include:</b></p> <ul style="list-style-type: none"> <li>• Spending more than you have (going over budget)</li> <li>• Project delays</li> <li>• Work, health and safety issues</li> <li>• Built work is not what you wanted</li> <li>• Poor stakeholder experience</li> <li>• Legal issues</li> <li>• Reputation damage</li> </ul>

**Step-by-step process to manage project risks.**







## Worksheet 12: Identify project risks

'Risk level' is the seriousness of the risk. It is determined by the below 'risk matrix', which is a table that assesses the likelihood of a risk occurring combined with the consequence of that risk.

		Consequence				
		Negligible	Minor	Moderate	Major	Extreme
Likelihood	Almost Certain	Medium	High	High	Critical	Critical
	Likely	Medium	Medium	High	High	Critical
	Possible	Low	Medium	Medium	High	High
	Unlikely	Low	Low	Medium	Medium	Medium
	Rare	Lo	Low	Low	Medium	Medium

Each coloured box above is a 'risk level', varying from 'low' risk to 'critical risk'.

For each risk you identify, find the consequence of each risk along the top row of the table, then likelihood of the risk down the left column. Project a line down and across respectively. Where the two lines meet in the middle is the risk level for that risk.

For definitions of each type of consequence and likelihood, refer to the 'risk register' instruction table which can be found in a link on page 58.

**All my project risks are documented in the 'Risk Register Template'**. Follow link on page 58.

**The top risks for my project are:**

1.

2.

3.

Worksheet 13: Project Monitoring Tasks



## Worksheet 13: Project Monitoring Tasks

Process runs across all project stages

Step 1

Step 2

Step 3

Step 4

Step 5

Step 6

Step 7

Step 8

Step 9

Step 10

Circle which Step you are monitoring

Remember – your professional consultant will be able to help you to monitor these areas.

As your project develops, it is important to keep an eye on a few key areas to ensure you are staying on track and reducing as many potential issues as possible. This is known as 'project monitoring'. At the end of each step, check the items you have monitored throughout this step:

**I have checked my finances and paid any outstanding fees**

You must keep an eye on the project budget and cashflow, including what you have spent or are anticipating spending. If there are any instances where the cost has been more than you expected, make sure that you highlight these areas (also known as a 'cost overrun').

**I have checked that my project schedule is on track**

You must keep an eye on the progress of the project activities and the overall project against your expected schedule. Projects can be held up for several reasons (such as changes to the scope or delays with your approvals), monitor the tasks needed to be completed and track how long they take. Talk to your professional consultant if an activity is taking longer than expected.

**I have checked for any possible risks**

As you complete each activity, ensure that you are keeping an eye out and recording any possible issues that you can think of in the risk register and share any changes with your professional consultant. Project problems can be heavily reduced by identifying possible risks early.

**I understand my workplace, health and safety responsibilities**

You must manage health and safety risks related to the project, as a 'person conducting a business or undertaking' (PCBUs) in the commissioning of the work. Your professional consultant will be able to assist you in monitoring the builder to check they are following their workplace, health and safety responsibilities.

**I have kept my stakeholders informed**

Providing consistent project updates to your stakeholders helps to ensure overall transparency and accountability. The key areas to report include project process, performance and risks.

**From Step 7: I have provided progress report to the OECD** (in accordance with grant deed)

Report timing is generally once a month, refer to your grant deed for how often the reports must be submitted. This report includes areas such as budget, schedule and risks. You can use the progress report template that can be found on page 58.

(From step 8 onwards) **I'm aware that my professional consultant has reviewed the various management plans from the builder and is continuing to monitor construction until construction is finished**

As a minimum the builder should provide the following management plans: Work Health and Safety Management Plan, Environment Management Plan, Traffic Management Plan, Quality Management Plan, Construction Management Plan. They can be separate documents or all part of one Project Management Plan that addresses each topic.



## Worksheet 13: Project Monitoring Tasks

Process runs across all project stages

**My project monitoring notes for this step are:**

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**Questions I have for this step are:**

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## 2.5 Grant Stage 1 | Step 3 - Concept design



### Checklist 6: Step 3 - Concept design

What you need to do to undertake this project

#### 1. Design meeting(s)

You will need to take part in one or more design meetings with your professional consultant to review the initial design concepts and discuss any project concerns. Make sure that you record all decisions made during this meeting on [Worksheet 15: Meeting record](#) on page 38.

#### 2. Service pre-approval checklist

The Education Standards Board is another important authority. Complete the Service pre-approval checklist for early childhood education and care providers, a checklist provided by the Education Standards Board that will help prepare you for gaining approval.

[\(2023-08-10 Checklist DevelopmentApprovalChecklistForEarlyChildhoodEducationAndCareProviders\)](#)

#### 3. Cost review meeting/s

You will need to take part in one or more cost review meetings with your professional consultant to compare the updated estimated costs against the project budget, explore cost saving opportunities and make any updates to your overall budget and cashflow. Make sure that you record all decisions made during this meeting on [Worksheet 15: Meeting record](#) on page 38 and refer to **Fact Sheet 5** for more information on cost review meetings. The link to this Fact Sheet is on page 59.

#### 4. Obtain concept design

Your professional consultant will have developed one or more initial concept designs based off your established scope, site analysis and outcome of design meetings. Ensure that you are provided a copy of these documents.

#### 5. Obtain cost estimate

Using the concept design and gathered project information, a high-level cost estimate can be generated by your professional consultant, or other professional cost specialist (known as a 'quantity surveyor'). The cost estimate template can be found on page 58.

#### 6. Obtain stakeholder support

It is important that you keep your stakeholders aware of any changes, issues or key milestones as the project progresses. Keep a record of all communication with your stakeholders by filling out [Worksheet 6: Stakeholder communication record](#) on page 22 after each conversation and ensure that you include all concerns and agreed solutions.

#### 7. Compile grant application

You will need to prepare and submit your grant application for Stage 1. This will involve a thorough review of the [Flying Start Infrastructure Grant Guidelines](#) to understand the requirements. The documents you need for the grant application should be the documents you have been working on with your professional consultant from Step 1 to Step 3.

#### 8. Monitor project

Common project risks can include exceeding your budget, escalations in building costs during the life of the project, taking longer to complete than intended, or that the quality of completed works is not meeting your expectations and needs. Complete [Worksheet 13: Project Monitoring Tasks](#) on page 34 to ensure that your project stays on track.

Checklist 6: Step 3 - Concept design



# Worksheet 14: Authority Approvals – Education Standards Board

Process runs across all project stages

## Service pre-approval checklist

Part of Step 3

- 1. I have completed the Service pre-approval checklist for early childhood education and care providers

[\(2023-08-10 Checklist DevelopmentApprovalChecklistForEarlyChildhoodEducationAndCareProviders\)](#)

## How to submit application

Part of Step 7

- 1. I have gathered the required documents I need to submit to the Education Standards Board for approval

- Architectural drawing set (existing and proposed)
- Engineering documents
- Specifications
- Compliance documents (planning and development approval)
- Unencumbered indoor and outdoor space calculations
- Soil testing report (or equivalent)
- Proof of stakeholder consultation

*Just so you know - You can submit your initial application at any point, but your application will not be deemed 'valid' until all required information is received.*

*Once your application is deemed 'valid', the assessment period begins, and a decision must be made within a set number of calendar days. If the ESB asks for more information from you, the clock is stopped, and extra time is given to submit what is needed.*

- 2. I have completed the declaration form ([standard declaration 0.pdf](#))
- 3. I have an account for the NQA online portal (existing or created a new account). ([National Quality Agenda IT System | ACECQA](#))
- 4. I have completed the Application for Amendment of Service Approval (SA03) or the New Service Approval.
- 5. I have completed the application through the online portal, attached required documents and paid any fees.

## Education Standards Board site visit & approval

Part of Step 9

- 1. I have arranged for my site visit with Education Standards Board

The date of my site visit is \_\_\_\_\_

- 2. I have received approval from the Education Standards Board

The date I received my approval was \_\_\_\_\_

I have been approved for \_\_\_\_\_ places

The conditions attached to my approval include:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



Worksheet 15: Meeting record



# Worksheet 15: Meeting record

Design

Cost Review

Design Development

Prepare quote

Project status

Close

*Tick which type of meeting this is*

## Meeting details

Meeting name:

Meeting location:

Date:

Meeting #:

Who was at this meeting? e.g. professional consultant

## My notes

## My thoughts

I need to follow up on:

- 1.
- 2.

## 2.6 Grant Stage 2 | Step 4 - Detailed design



### Checklist 7: Step 4 - Detailed design

What you need to do to undertake this project

#### □ 1. Design development meeting/s

You will need to take part in one or more design development meetings with your professional consultant to review the progress of your design drawings, discuss any project concerns and consider what technical reports you will need to obtain. Make sure that you record all decisions made during this meeting on [Worksheet 15: Meeting record](#) on page 38.

The first meeting should include a discussion around what type of building contract would best suit your project, i.e. Early Contractor Involvement (ECI), Design & Construct (D&C) or Construct Only. Have a look at **Fact Sheet 9** for common types of building contracts (link on page 59). This discussion is important as it will set the direction for your professional consultant/s around the level of detail the design documents need to be developed to suit the intended building contract. The required level of detail can impact the cost of the professional consultant/s' fees. Your professional consultant can recommend which building contract is most suited for your project.

#### □ 2. Obtain technical reports

Your professional consultant will help you to figure out which technical reports you may need to obtain for your project (such as geotechnical, environmental and structural). Your professional consultant will lead these experts to carry out the required studies on your site and prepare reports and will involve you when they require your input. Refer to **Fact Sheet 7** for more information on report types. The link to this Fact Sheet is on page 59.

#### □ 3. Cost review meeting/s

You will need to take part in one or more cost review meetings with your professional consultant to compare the updated estimated costs against the project budget, explore cost saving opportunities and make any updates to your overall budget and cashflow. Make sure that you record all decisions made during this meeting on [Worksheet 15: Meeting record](#) on page 38 and refer to **Fact Sheet 5** on for more information on cost review meetings. The link to this Fact Sheet is on page 59.

#### □ 4. Monitor project

Common project risks can include exceeding your budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete [Worksheet 13: Project Monitoring Tasks](#) on page 34 to ensure that your project stays on track.

*Checklist 7: Step 4 - Detailed design*

## 2.7 Grant Stage 2 | Step 5 - Submit project approvals



### Checklist 8: Step 5 - Submit project approvals

What you need to do to undertake this project

#### □ 1. Obtain building documentation for planning application

Work with your professional consultant to ensure they are progressing your design drawings to the appropriate level that you can submit for Planning, Building and Development assessment and approvals. You will then need to ask them to provide you a copy of these documents. Refer to [\*Worksheet 9: Authority Approvals – Development Application\*](#) on page 29 to understand what drawings are required for your submission.

#### □ 2. Submit planning application to PlanSA

One of the major requirements before you can start your construction works is to receive planning consent from the State Planning Commission (also known as 'PlanSA'). This involves completing an application online that includes a selection of compulsory documents. [\*Worksheet 9: Authority Approvals – Development Application\*](#) on page 29 will walk you through the process of how to apply and track your progress.

#### □ 3. Monitor project

Common project risks can include exceeding your budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete [\*Worksheet 13: Project Monitoring Tasks\*](#) on page 34 to ensure that your project stays on track.

*Checklist 8: Step 5 - Submit project approvals*



## 2.8 Grant Stage 2 | Step 6 – Finalise documents to request for quote



### Checklist 9: Grant Stage 2 | Step 6 – Finalise documents to request for quote

What you need to do to undertake this project

#### ❑ 1. Obtain updated design documentation

Work with your professional consultant to ensure they are adequately progressing your design drawings and specifications to the level of detail agreed in Step 4, based on the building contract you plan to use for construction. Ask them to provide you a copy of these documents.

#### ❑ 2. Final cost estimate

Work with your professional consultant to review and confirm final estimated project costs against your budget. Ensure that you update your budget and cashflow to reflect the final cost estimate.

#### ❑ 3. Update schedule

Once you have obtained your design documentation and final cost estimate, you will need to review your existing timeline and milestones to ensure they reflect any major changes. Your professional consultant can help you with this task.

#### ❑ 4. Building quote preparation

This step is to prepare to send out request for quotes if you are successfully awarded a grant. A building quote is when a builder provides a price for what a specific project will cost to complete (this covers the cost of their labour and materials). In most cases, you may ask multiple builders to price for the same project, so that you can find the right price and fit for your job. To ensure that all quotes are fair and based off the same criteria, you will need to outline the project scope and services required. Your professional consultant will help you to do this. [Worksheet 16: Quote preparation meeting – shortlist builders](#) on page 42 will help you with this process.

#### ❑ 5. Compile grant application

You will need to prepare and submit your grant application for Stage 2. This will involve a thorough review of the [Flying Start Infrastructure Grant Guidelines](#) to understand the requirements, preparing the necessary supporting documentation and completing the application.

#### ❑ 6. Submit building application to PlanSA

One of the major requirements before you can start construction is to receive Building Consent and subsequent Development Approval from the State Planning Commission (also known as 'PlanSA'). This involves completing an application online that includes a selection of compulsory documents. [Worksheet 9: Authority Approvals – Development Application](#) on page 29 will walk you through the process of how to apply and track the progress of your application.

#### ❑ 7. Plan to/ hire a project manager

For the Stage 2 grant application you must provide a plan to hire a 'project manager'. This company could be the professional consultant that you have been working with up to this point. If you are happy with this company, ask them if they have the capability and capacity to be your project manager and contract administrator to the end of construction. If this is not an option, revisit the worksheet on page 19 to find your preferred project manager. In you quote request, let the potential project manager know that they will need to take on the role of 'contract administrator' for the building contract. Refer to the [Glossary](#) on page 60 for details about this role.

#### ❑ 8. Monitor project

Common project risks can include exceeding your budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete [Worksheet 13: Project Monitoring Tasks](#) on page 34 to ensure that your project stays on track.

Checklist 9: Grant Stage 2 | Step 6 – Finalise documents to request for quote



Worksheet 16: Quote preparation meeting – shortlist builders



## Worksheet 16: Quote preparation meeting – shortlist builders

If your grant application is successful, the next step will be to hire a builder to build your design. To prepare a swift hiring process in Step 7, it is a good idea to plan the most suitable way to find appropriate builders to quote on your project.

### 1. Considerations

Tick the below that forms part of your consideration when selecting your shortlist of tenderers:

- They have been recommended by my professional consultant
- They have worked on ECEC projects before
- I know someone who has worked with one or more of them before and provided positive feedback
- They have building experience in regional and rural locations
- I like the projects that they have worked on
- The size of the projects they have worked on is similar to the size of my project (i.e., internal alternations, expansions or new builds).
- They have built many projects with the type of building contract that I plan to use. See **Fact Sheet 9** for the common types of building contracts in the link on 59).

### 2. Review building contract type

Revisit if the building contract type that you considered in Step 4 is still the most suitable. When you send the request for quote in Step 7, you should let the quoting builders know which building contract they plan to use, e.g. design and construct or construct only.

### 3. Shortlist of builders to provide a quote

- If I receive the Flying Start Infrastructure Grant, then I plan to ask the following builders (tenderers) for a quote:

\_\_\_\_\_ (name of company).

\_\_\_\_\_ (name of company).

\_\_\_\_\_ (name of company).

**Remember** – you should get at least 2 builders to give you a quote so you can compare.

For new builds, target 3 or 4 builders in case 1 or 2 builders cannot provide a quote.

## 2.9 Successful Grant Applicants Stage | Step 7 – Request building quotes



### Checklist 10: Step 7 – Request building

What you need to do to undertake this project

#### ❑ 1. Request building quotes

Your professional consultant will help you to prepare a document for builders to price against that includes your project scope, requirements, schedules, drawings and details. This document is referred to as a 'request for quotation' (RFQ). You will need to send this request to the builders you selected in Step 6 once your documents are prepared.

#### ❑ 2. Assess quotes

The next step is to collect the quotes provided by the builders and check to ensure that they have met your project requirements. Your professional consultant will help you to rate the quotes provided based on your selected criteria. [Worksheet 17: Assess quotes](#) on page 44 will help to establish your assessment criteria and rating system for each quote.

#### ❑ 3. Development Approval

You need a Planning Consent and a Building Consent to be able to obtain an overall Development Approval. You need a Development Approval before you can begin construction. As you wait for your Development Approval, check your emails or the PlanSA portal to make sure you have met the compliance requirements of your submission and provided any additional information that is requested. [Worksheet 9: Authority Approvals – Development Application](#) on page 29 will guide you through this process.

#### ❑ 4. Submit application to Education Standards Board

One of the major requirements before you can open your new space(s) is to receive approval from the Education Standards Board. This involves completing an application online that includes a selection of compulsory documents. [Worksheet 14: Authority Approvals – Education Standards Board](#) on page 37 will walk you through the process of how to apply and track your progress.

#### ❑ 5. Sign building Contract

Work with your professional consultant to put together the building contract and ensure that all terms and conditions are clearly defined and agreed upon by everyone involved. [Worksheet 17: Assess quotes](#) on page 44 will help you check off what needs to be done before signing the contract.

#### ❑ 6. Obtain final design documentation

Depending on your chosen building contract type (refer **Fact Sheet 9**) you will either need to work with your professional consultant to ensure that all required drawings and specifications are complete and ready to provide to your builder (construct only contract), or ensure that your Professional Consultant transfers all design documentation to your builder for them to take ownership of the final design completion responsibility and then commence building (design & construct contract).

#### ❑ 7. Monitor project

Common project risks can include going over budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete [Worksheet 13: Project Monitoring Tasks](#) on page 34 to ensure that your project stays on track.

Checklist 10: Step 7 – Request building quotes

## Worksheet 17: Assess quotes



## Worksheet 17: Assess quotes

Before you send a request for quote, note down which of the following evaluation categories and criteria are most important to you.

### 1. Evaluation categories

#### Price vs non-price

##### Non-price:

The non-price factors focus on all the components outside of cost and budget and include:

Quality

Experience &  
expertiseAdded project  
benefits

Efficiency

##### Price:

Price focuses solely on the proposed project cost.

### 2. Evaluation criteria

Your quotes are assessed by scoring against certain criteria. Rate the selected criteria below from 1-7 based on what is most important to you (1 being the most important and 7 being the least).

#### Criteria:

- \_\_\_\_\_ Cost
- \_\_\_\_\_ Experience / proposed team
- \_\_\_\_\_ Reputation
- \_\_\_\_\_ How they will build the project
- \_\_\_\_\_ Schedule
- \_\_\_\_\_ Environmental consideration
- \_\_\_\_\_ Value add

Once you receive the quotes you can score the quotes against the above criteria you have deemed are the most important to you. Your project manager will prepare a scoring sheet and will work with you to input the scores and determine a winning builder.

During the quote reviews, you may need to request for Information (RFI) if you need more clarity on their quote and/or negotiate with the preferred builder any final items that you'd like to include in the building contract. Your project manager will lead this process.

Once the final terms and conditions are negotiated and agreed, it is time to sign the building contract.

### 3. Before you sign the building contract

The contract will be between you and your builder; however your project manager will take the role of the 'contract administrator' who will oversee and manage the contract on your behalf. However, you are still responsible for understanding the key terms and conditions with the contract so you can collaborate with your contract administrator.

- Obtain legal review, especially for contract departures.
- Check the builder has provided their certificate of currency, minimum Public Liability and Workers' Compensation Insurance – refer to the [Glossary](#) on page 60.
- Agree bank guarantees – refer to the [Glossary](#) on page 60 for more information.

## 2.10 Successful Grant Applicants Stage | Step 8 – Construction



### Checklist 11: Step 8 – Construction

What you need to do to undertake this project

#### ❑ 1. Progressive payments to the builder

Your contract will specify exactly which stages of the construction works that the builder needs to be paid. Make sure that you verify the builder’s invoices against the scope of works and materials supplied before you go ahead and pay. After each payment is made, update your budget and cashflow in the template provided, if there are any changes from the previous invoice. Follow the link on page 58 to access this template.

#### ❑ 2. Project status meeting/s

You will need to take part in regular project status meetings with your professional consultant (and any other professional team members) to discuss the overall progress of the project (budget, schedule, etc.), follow up on agreed tasks and address any issues that are raised. The purpose of regular status meetings is to keep the project on track and keep everyone in the know. Make your meeting notes on Worksheet 15: Meeting record on page 38. Refer to Worksheet 18: Your responsibilities during construction, for details around your responsibilities during construction.

#### ❑ 3. Site visit/s

You will need to take part in one or more site visits at the project location to physically observe the quality and progress of the works during construction. Make your site visit notes on Worksheet 8: Site visit on page 27.

#### ❑ 4. Monitor project

Common project risks can include exceeding your budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete Worksheet 13: Project Monitoring Tasks on page 34 to ensure that your project stays on track.

Checklist 11: Step 8 – Construction

Table 4: What could go wrong and who can help

Ref	What could go wrong	Who can help
1	No builders provide a quote	1st point of call – Your professional consultant 2nd point of call – us, the OECD
2	All builders’ quotes are over your budget.	Your professional consultant
3	Building is not being constructed on time (delayed)	Your professional consultant
4	Builder is not providing a Practical Completion certificate	Your professional consultant
5	Site investigations reveal constraints / hazards, e.g. asbestos that requires removal, protected trees, planning constraints that prevent expansion, poor ground conditions	Your professional consultant – note this is why contingency allowance is important when establishing your budget



Worksheet 18: Your responsibilities during construction



## Worksheet 18: Your responsibilities during construction

**1. Progressive payments to builder** (multiple payments throughout construction)

Generally, every month your builder will send you a “progress claim” which lists out the work and associated cost they believe they have completed for that month. Your ‘contract administrator’ will assess the progress claim and advise you if they believe the claim is accurate. If it is accurate, you have a certain time period when your builder must be paid. This time period will be written in your contract with your builder.

Make sure you discuss this process with your ‘contract administrator’ before construction begins so you are aware of your responsibilities.

**2. Progressive site visits**

Visit your building site on a regular basis so you are aware of the construction progress. This is important as it will be helpful for you to see what the builder is claiming in each invoice (see Item 1 above). How often you visit site should be discussed with your professional consultant and builder, as the builder must always accompany you on site.

**Important!** – You, or anyone who is not employed by the builder, must not enter the building site without supervision by the builder. This is because a building site could be dangerous with unseen dangers, and it will likely break the rules of the building contract if unauthorised access occurs.

**3. Progressive site meetings with builder (weekly/ fortnightly)**

**To check actual progress against:**

- General construction progress and whether the works are progressing according to plan or if the process has come across some unexpected items.
- Construction schedule. **Note any delays**
- Cost Plan (construction cost). **Note any potential cost overruns**
- Cashflow
- Construction and operation interfaces** – if/ how construction is impacting the running of your services
- Work, health and safety – any incidents or near-misses
- Potential risks and ways of preventing and controlling the risks**
- Upcoming works and what you can expect
- Any actions from you, including giving stakeholders **notice** of any upcoming disruptions.

**My notes/ questions from my weekly/ fortnightly meeting are:**

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Need more space? Print Worksheet 15: Meeting record on page 38

## 2.11 Successful Grant Applicants Stage | Step 9 – Finish construction



### Checklist 12: Step 9 – Testing & finish construction

What you need to do to undertake this project

#### 1. Commissioning reports

Your professional consultant will need to carry out or organise function performance tests of the newly built area to ensure that systems operate according to the design specifications. The results of this inspection will need to be documented. You will need to request a copy of these reports.

#### 2. Operation & Maintenance Manuals (O&M Manuals)

Collect all necessary equipment information, operating procedures and maintenance schedules for your newly built spaces (e.g. the air-conditioning manual). If you have any questions about the equipment or manuals, ensure that you ask the project team.

#### 3. As-built drawings

Your professional consultant will need to ensure that all required drawings and specifications are updated to reflect any changes made during construction. You will then need to ask them to provide you a copy of these modified documents. Review these drawings to confirm that they are accurate.

#### 4. Design Certificates

Collect all necessary documentation, compliance certificates and test results from your project team. Tick off Worksheet 19: Finish construction on page 48 to ensure that you have completed the required tasks.

#### 5. Certificate of Practical Completion

Your professional consultant will conduct a final inspection of the project to ensure all work has been adequately completed as per the contract agreement. Any outstanding work or defects that are highlighted during this visit will be addressed before the certificate is issued. You will need to get a copy of this certificate.

#### 6. Certificate of Occupancy

You will need to ask for a copy of the Certificate of Occupancy from your building certifier at the end of construction.

#### 7. Opening preparation

Establish key activities and assign responsibilities for the opening of your new space. Ensure that you coordinate and communicate with all stakeholders. Complete Worksheet 20: Opening preparation on page 49.

#### 8. Education Standards Board visit & approval

Once construction is finished and you are ready to open your new space, you will need to organise a site visit with the Education Standards Board. Following the site visit, you will need to check your emails or the Education Standards Board portal to ensure that you have met the compliance requirements of your submission, provided any additional information requested and received approval. Worksheet 14: Authority Approvals – Education Standards Board on page 37 will guide you through this process.

#### 9. Monitor project

Common project risks can include going over budget, taking longer to complete than intended or that the quality of completed works is not meeting your expectation and needs. Complete Worksheet 13: Project Monitoring Tasks on page 34 to ensure that your project stays on track.

Checklist 12: Step 9 – Testing & finish construction

## Worksheet 19: Finish construction



## Worksheet 19: Finish construction

Around 1 month before your construction is finished, start to obtain the following documents from:

### 1. Your builder:

- Commissioning reports
- Operational and maintenance manuals
- As-built drawings
- Certificate of Practical Completion
- Warranties

Refer to [Checklist 12](#) on page 47 for an explanation of the above items.

### 2. Your professional consultant:

- All design certificates that your certifier has requested
- List of defects (building problems) that the consultant team has identified which are yet to be fixed by the builder

### 3. Your certifier:

- Certificate of Occupancy

Other than obtain the above documents, your other responsibilities include working with your professional consultant to undertake the following actions:

### 4. Your responsibilities:

- Check all new equipment has warranty periods and operational maintenance manuals
- Once you receive the Certificate of Practical Completion:**
- Release the final payment to the contract, minus any agree-upon retention (bank guarantee) for minor incomplete work
- Make sure your insurance covers the building at the time and date of Practical Completion
- Make sure you have organised your maintenance services to commence their services at the date of Practical Completion, see [Worksheet 20](#) on page 49.
- You have a list of defects (building problems) that the builder is yet to fix and when they must fix it by. There should not be any major defects which impact the use and safety of your new spaces, if there were, then your Contract Administrator will not have granted Practical Completion.

*Your professional consultant can help you with the tasks on this list if you have any issues.*

*Unsure of what a Certificate of Practical Completion is? Refer to **Error!** Reference source not found. on page **Error! Bookmark not defined.** for more*





Worksheet 20: Opening preparation



# Worksheet 20: Opening preparation

## ❑ 1. Furnishing and equipment

Make sure you have ordered, received and set up all your new furnishings and equipment before you open your new facility or expanded service. This could include:

- Classroom furniture, i.e. tables, chairs, play mats
- Outdoor furniture, i.e. benches, play equipment
- Shared space furniture, i.e. foyer waiting area benches
- Staff workstations (if applicable)
- Storage units, i.e. bookshelves, toy chests
- Play items
- Waste bins

*Some furnishings can take weeks to arrive. Plan ahead and order it at a suitable time so it all arrives in time for your opening!*

*If your builder is still on site, make sure you check with them before delivering furnishings to your new space.*

List other items you can think of, so you can tick these off when you get to this stage

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## ❑ 2. Consumables

Make sure you have prepared the following consumables:

- Activity space consumables – learning materials for the new preschool places
- Outdoor materials (if required)
- Staff work materials and stationery
- Bathroom consumables – hand soap, paper towels, toilet paper

List other items you can think of, so you can tick these off when you get to this stage

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## Worksheet 20: Opening preparation

### 3. Maintenance or utility service agreements (if required)

If your project is an internal alteration or expansion, then you may not need to undertake this task. However, if your project is a new building, then you will need to make sure you set up all your utility and maintenance services so your building will be properly connected to utilities by the first day of opening, and you have hired maintenance services to undertake future maintenance of your new building. This can take a few months to organise, so if this task applies to you start to action this task a few months before your planned opening date. Example utility and maintenance providers include:

- Electricity, water and/or gas provider
- Internet provider
- Cleaners
- Gardeners (if your project has changed your outdoor area)
- Waste contractors (if you have changed or added your rubbish removal location)

List other maintenance and utility providers you can think of, so you can tick these off when you get to this stage:

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### 4. Temporary services transition plan (if required)

When works are taking place at a site that is still operating, they often impact existing facilities and require some spaces to be temporarily relocated. Once works are completed, you will need prepare yourself for the transition of preschool services back into the newly constructed spaces.

- I have completed a plan that outlines the tasks, schedule and responsibilities for the move
- I have ensured all equipment to be relocated is suitable for the new spaces
- I have informed all relevant stakeholders of the transition and changes (parents, committee etc.)
- I have communicated and supported the staff during the transition

My plan notes:

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Worksheet 21: Staff training



## Worksheet 21: Staff training

### ❑ 1. Which items have changed in my service

If you have changed any of the following in your service, make sure you ask your builder to train your staff in how to use these, at least 1-2 months before the end of construction:

- Movable dividing walls that separate rooms
- Special doors/ windows, i.e. automatic doors, bi-fold doors
- Special equipment

List other changes you think your staff may need training on how to use:

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### ❑ 2. Record keeping

You can use *Worksheet 15: Meeting record* on page 38 on record your meetings

- Keep a note on when the builder provided training for a certain item, and who attended.
- Keep a note of which company to talk to if you have any future questions or issues on how to use a new item.
- If you can, take a video of the demonstrations so you can refer to it later.

## 2.12 Successful Grant Applicants Stage | Step 10 – After construction



### Checklist 13: Step 10 – After construction

What you need to do to undertake this project

#### ❑ 1. Submit Grant Acquittal form

You will need to complete and submit a form to the OECD on how the grant funds were spent. Include all financial statements and receipts.

#### ❑ 2. Record building problems

Keep track of any issues (or 'defects') following the opening of your new space. There is a period of 12 months (called 'defects liability period') that allows for any defects in the construction work to be fixed by the builder at their cost. Record your building defects and ongoing problems on [Worksheet 22: Record Building Problems](#) on page 53.

#### ❑ 3. Project close meeting

A project close meeting is used to review the overall success of the project and identify areas for improvement (typically called 'lessons learnt'). Record your meeting notes on [Worksheet 15: Meeting record](#) on page 38 and your ongoing lessons learnt list on [Worksheet 23: Project Close](#) on page 54.

*Checklist 13: Step 10 – After construction*

Worksheet 22: Record Building Problems



## Worksheet 22: Record Building Problems

### Defects Liability Period

When you receive the builder's Certificate of Practical Completion, the 'defects liability period' will begin. The defects liability period is a specific timeframe in your building contract that works like a warranty period where the contractor must repair any problems with their work that occur within the specified period. Generally, the defects liability period for a construction project is 12 months.

#### Your responsibilities during the 'defects liability period' are:

- Check your builder has come back to fix any defects within the agreed timeframe
- For the first 12 months after construction record any problems which have occurred with the newly built spaces and contact your builder to request they fix the problems within a reasonable time.

My list of defects	Date that I notified my professional consultant
<input type="checkbox"/> 1.	<input type="checkbox"/>
<input type="checkbox"/> 2.	<input type="checkbox"/>
<input type="checkbox"/> 3.	<input type="checkbox"/>
<input type="checkbox"/> 4.	<input type="checkbox"/>
<input type="checkbox"/> 5.	<input type="checkbox"/>
<input type="checkbox"/> 6.	<input type="checkbox"/>
<input type="checkbox"/> 7.	<input type="checkbox"/>
<input type="checkbox"/> 8.	<input type="checkbox"/>

#### My notes

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Worksheet 23: Project Close



## Worksheet 23: Project Close

### Lessons Learnt

Now that the project is complete, have a think about what areas of the process you can improve on for any future projects.

List these ideas below. It would be a good idea to share this with your professional consultant to help them continuously improve their service.

*The lessons learnt list can be added to for as long as you like, following the end of the project. Add them to the list as you think of them.*

1.

2.

3.



Government of  
South Australia

# Conclusion



Office for  
Early Childhood  
Development

3

Thank you for your dedication to the education and care of the youngest members of our community and your interest in the 3-year-old preschool roll-out. We understand that expanding your service can be a new and challenging endeavour, but it is rewarding to see your vision come to life and to witness more children benefiting from your educational programs.

We hope this Guidance Pack will support you to create more capacity for preschool at your service. Should you have any questions about this Guidance Pack or the Flying Start Infrastructure Grants guidelines, please do not hesitate to contact us.







Government of  
South Australia

# Your project from start to finish



Office for  
Early Childhood  
Development

4

## 4.1 Support contact details

Table 5: Support contact details

For more information contact:	
Flying Start Infrastructure Grants Team Policy, Provision and Planning division <b>Office for Early Childhood Development</b>	Email: <a href="mailto:OECD.Infrastructure@sa.gov.au">OECD.Infrastructure@sa.gov.au</a>
	Website: <a href="https://www.earlychildhood.sa.gov.au">https://www.earlychildhood.sa.gov.au</a>

## 4.2 Other external resources

Table 6: Other external resources

Resource description	Link
<b>Grant details</b>	
Grant Guidelines	<a href="#">Flying Start Infrastructure Grant Guidelines</a>
Support Questionnaire	<a href="#">Flying Start Infrastructure Grants - Guidance Services Questionnaire</a>
<b>Educational Standards Board</b>	
Website homepage	<a href="#">Homepage   Education Standards Board SA</a>
Renovation information	<a href="#">Renovation</a>
Creating Safe Facilities guide	<a href="#">Creating safe facilities: A guide to building and renovating education and care services</a>
Service pre-approval checklist for ECEC providers	<a href="https://www.esb.sa.gov.au/media/10">https://www.esb.sa.gov.au/media/10</a>
Applicant Declaration form	<a href="#">standard_declaration_0.pdf</a>
NQA online portal	<a href="#">Sign in · NQAITS</a>
<b>State Planning Commission (PlanSA)</b>	
Website homepage	<a href="#">PlanSA</a>
Create an online account	<a href="#">Create an online account   PlanSA</a>
Online payments	<a href="#">Online payments   PlanSA</a>
Development application checklist	<a href="#">Development application checklist   PlanSA</a>
South Australian Property and Planning Atlas tool	<a href="#">SAPPA the South Australian Property and Planning Atlas</a>
<b>Templates</b>	
Financial project reporting (cash flow)	
Project cost estimator (budget)	
Project schedule	
Project risk register	<a href="#">Infrastructure supports for providers   Office for Early Childhood Development</a>
Project report template	
Email template to request a quote from a professional consultant	
<b>Guide to a list of professional consultants and builders</b>	
DIT professional consultant list	<a href="#">Infrastructure supports for providers   Office for Early Childhood Development</a>
DIT builders (contractors) list	<a href="#">Building-Prequalification-General-Builder-Register-23-January-2025.XLSX</a>

# 4.3 Fact Sheets

You can find the below fact sheets in the 'Fact Sheets Guide' in the following link: [Infrastructure supports for providers | Office for Early Childhood Development](#)

<p>Cover Page</p>	<p><b>FACT SHEET 1:</b> How can a professional consultant help you</p>	<p><b>FACT SHEET 2:</b> Who could be on your professional team?</p>	<p><b>FACT SHEET 3:</b> What is a site study or site analysis?</p>	<p><b>FACT SHEET 4:</b> What are the design stages for buildings?</p>
<p><b>FACT SHEET 5:</b> What is design &amp; cost review meetings?</p>	<p><b>FACT SHEET 6:</b> What is an unencumbered space?</p>	<p><b>FACT SHEET 7:</b> Technical report examples</p>	<p><b>FACT SHEET 8:</b> 3 ways to build a new building</p>	<p><b>FACT SHEET 9:</b> 3 type of contract types</p>

## 4.4 Glossary

Table 7: Glossary

<b>Acquittal</b>	The process of reporting on and verifying the use of grant funds, including providing evidence of expenditure (project spending) and project completion.
<b>Applicant</b>	The individual or organisation applying for funding under this program.
<b>Application</b>	The documents that an applicant uses to apply for funding under the program.
<b>Approved Places</b>	The number of long day care (childcare) spots or enrolments that a service is authorised to provide by the relevant regulatory authority.
<b>Bank guarantees</b>	For building contracts, the builder should give you (the project owner) a bank guarantee, which is a promise by a bank to pay you if the builder does not complete the building work as agreed in your contract. The amount for a bank guarantee varies across projects, however it is common for it to be 5% of the total agreed building price. You must keep this in a secure place as you need to return this to your builder at the end of the project if they have completed the work that is outlined in the contract. Your professional consultant can guide you around what you need to do with bank guarantees.
<b>Certificate of Currency</b>	A certificate of currency (CoC), also known as a Certificate of Insurance, serves as proof that the builder's insurance policies, such as public liability and workers' compensation, are active and valid. Having this certificate provides you with peace of mind, knowing that you are protected against potential liabilities or damages that may occur during the construction or renovation of your property. It also shows the builder's professionalism and commitment to operating within legal and industry standards.
<b>Co-Contribution</b>	The portion of project funding provided by the applicant, which may include cash, land acquired, in-kind contributions or funding from other sources.
<b>Contingency Costs</b>	Funds included in the project budget to cover unexpected expenses or risks during implementation.
<b>Contract Administrator</b>	Oversees the contractual agreements within a building/construction project. This includes ensuring that all terms and conditions are met by you and your builder, monitoring compliance, and managing any changes to the contract. You will need to hire a Contract Administrator (e.g. the architect, or project manager etc.). Refer to Checklist 9 for details on project managers.
<b>Cost Estimate</b>	An estimate or prediction of how much the project will likely cost.
<b>Declared approved service</b>	Education and care services that were licensed under the Children's Services Act 1985 or operated before the National Law that came into effect in January 2012. Refer to <a href="#"><i>Worksheet 1: Identify your project goals (Scope of Work)</i></a> on page 15 for more information on declared approved services.
<b>Grant Funding</b>	Financial support provided by the government to eligible applicants for approved projects, subject to specific conditions.
<b>Grant Program</b>	The initiative designed to provide funding to eligible applicants for projects that align with the program's objectives.
<b>Infrastructure</b>	Physical assets required to deliver preschool programs, such as buildings, fixed equipment, and landscaping.

<b>Milestones</b>	Key stages in the project's lifecycle, such as design completion, construction commencement, or service approval, used to monitor progress. Note, the milestones in <i>Worksheet 11: Project Schedule</i> may not all be the same as the milestones in your grant deed.
<b>Not-for-Profit (NFP)</b>	An organisation that operates without the purpose of profit or gain to its members, with all funds used to further the organisation's objectives.
<b>OECD</b>	Office for Early Childhood Development - The organisation managing the Flying Start Infrastructure Grant program, responsible for assessing applications, distributing funds, and supporting successful projects.
<b>Practical completion</b>	Practical completion refers to the stage when construction work is sufficiently complete, in accordance with the building contract, so that you can use the building for its intended purpose. This does not necessarily mean that all work is finished, but the building must be safe and functional. Minor defects or incomplete items can be addressed after practical completion. This stage is important as it often triggers the release of the final payment to the contractor, minus any agreed-upon retainage (bank guarantee) for incomplete work, and the transfer of responsibility for the building's insurance and maintenance from the contractor to the owner.
<b>Professional consultant</b>	The key contact who will manage the professional project team, lead the design, assist with approvals and help you with the construction. A professional consultant should be hired by you at the beginning of the process. Refer to <i>Who will be involved with you (Program Structure)</i> on page 9 for more information on who you could appoint.
<b>Project Manager</b>	Oversees the project and ensures that everything is tracking as expected (budget, schedule, quality, etc.). A Project Manager will need to be appointed to oversee the construction phase, as a minimum, but this role can be taken on by an existing part of your team (e.g. the architect, builder, etc.). Refer to page 41 for details.
<b>Project Readiness</b>	The preparedness of a project to proceed, demonstrated through factors such as approvals, stakeholder support, and detailed planning.
<b>Schedule</b>	A timetable that outlines the start and end date of key stages and activities in a project to ensure that it's completed on time. Refer to <i>Worksheet 11: Project Schedule</i> on page 15 for an example.
<b>Stakeholder</b>	An individual or group of people that is affected by the project. Stakeholders can include employees, families, committee/board, authorities and neighbours. Refer to <i>Worksheet 5: Identify who will be impacted by your project (Stakeholders)</i> on page 21 for more information.
<b>SQM (square metres)</b>	A unit of area measurement used to describe the size of a building or a space within a building, commonly shown as m <sup>2</sup> .
<b>Unencumbered spaces</b>	A space that is free from obstacles and can be used for different play and activities in a safe and comfortable way. Refer to <b>Fact Sheet 6</b> for more information on these spaces. The link for the Fact Sheet is on page 59.
<b>Value for money</b>	Extent to which the a person or organisation has demonstrated and provided evidence that the resources invested has achieved the best possible outcome for the project (cost, quality and benefits).
<b>Weighted Criteria</b>	Specific factors considered in the assessment of applications, with varying levels of importance assigned to each criterion.

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