

Plan of Management

CENTRE-BASED CHILD CARE FACILITY
3 MEMORY AVENUE, CROOKWELL

Child Care Facility
Date: 30 May 2025
Revision: 2

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PLAN OF MANAGEMENT OVERVIEW

This Plan of Management has been prepared for the operation and management of a Child Care Centre at 3 Memory Avenue, Crookwell.

The Child Care Facility accommodates a total of 92 child care placements and will operate 7am to 6pm Monday to Friday with a 30 minute shoulder period for staff arrivals and departures. The development is serviced by a total of 23 car spaces in an at-grade car parking arrangement.

This Plan of Management identifies appropriate strategies and procedures to address operational elements of the facility.

A plan of management is an accepted concept in environmental law and can be used in a range of circumstances. This plan of management assists in addressing a better understanding of the proposal and the way in which it is proposed to operate.

This Plan of Management will require ongoing revision to reflect operational needs and may need to be updated to reflect any DA conditions of consent imposed by Council.

CHILD CARE CENTRE OPERATION

Licensing and Approvals

The centre will not commence operation until the necessary licences have been issued by the relevant authorities. The centre will be operated strictly in accordance with the relevant licence conditions and regulations including (but not limited to) the *Children (Education and Care Services) National Law (NSW)* and *Education and Care Services National Regulations*.

The Child Care Facility accommodates a total of 92 child care placements and will operate 7am to 6pm Monday to Friday. The development is serviced by a total of 23 car spaces that are located within an at-grade parking area.

The various age groupings of the children are as follows:

- 0-2 years: 24 places;
- 2-3 years: 28 places; and
- 3-5 years: 40 places.

Educator Ratios and Educators on Site

Staffing arrangements are proposed to align with the provisions of the Education and Care Services National Regulation as follows:

Age Group & Children Number	Educator Ratio	Staff Required	Educators Provided
0-2 years: 24	1 per 4	6	6
2-3 years: 28	1 per 5	6	6
3-5 years: 40	1 per 10	4	4
Total 92		16 Educators	16 Educators

On the basis of the above there are a total of 16 educators required. It is noted that the facility will have 1 part time cook, however, the cook will attend part time between 10am and 2pm and as such does not need a dedicated parking space. Any casual relief staff to cover meal breaks and lunch breaks will also generally attend the centre between 10am and 2:30pm and are able to use the vacant visitor parking spaces.

Waste Collection

Waste storage facilities are located in a designated bin room located at the ground floor level and bins will be presented to the street for collection on waste collection day.

Waste collection is to occur via Council collection.

The proprietors of the Child Care Facility will be responsible for depositing their waste and recycling material into the appropriate bins. All waste is to be placed in the red lidded waste bins. All recyclable material is to be placed in the yellow lidded recycling bins. Furthermore, all waste and recyclable material is to be removed from the facility at the conclusion of each days' operations and is to be deposited in the appropriate bins provided in the Waste Storage Area.

Appropriate signage will be erected in a prominent place within the building to assist employees of the Facility to ensure that all waste and recyclable material is placed into the appropriate bins.

Loading and Deliveries

All loading and servicing for the child care centre will be adequately undertaken by light commercial vehicles such as vans, utility vehicles and the like (i.e. B99 vehicles) that are capable of fitting within a standard car space. All delivery and servicing will be scheduled outside of peak pick-up and drop-off periods.

Laundry Arrangements

Laundry services will be provided on site for the washing/drying of centre linen such as tea towels, face washers and bibs. The sheets used for sleep/rest time will be provided by the parent and sent home for laundering at home. Any wet/soiled clothing or cloth nappies belonging to children will also be sent home for laundering at child's home.

DAILY PROGRAMMES AND ROUTINES

DAILY PROGRAMME AND ROUTINE FOR AGES 0 – 2 YEARS

For children aged 0-2 years, we follow individual routines based on family input. This routine is extremely flexible to allow for this to occur. It is noted that all children are able to play outdoors at once based on the Acoustic Report prepared by Rodney Stevens Acoustics.

DAILY PROGRAMME AND ROUTINE FOR AGES 2 – 3 YEARS

The below program is the general program for the 2-3 year old's.

The general daily programme and routine is set out below with the outdoor time shown in green.

7am- Centre Opens

7:30-8.30 Breakfast/Morning Tea (A quiet time for children)

8:30-10:00 Free Indoor/Outdoor Play (small groups-Discuss child's interests, transition)

10:00-10:15 Indoor child interest-based learning (Talk about child's interests, weekly topics, story time)

10:15-10:30 Packing away followed by Music & movement

10:30-10:45 Art and craft

10:45-11:00 Nappy changing & preparing beds

11:00-11:30 Lunch time

11:30-1:30 Rest time/Quiet activities for the children who do not sleep

1:30-2:00 Small group activities.

2:00-2:15 Afternoon Nappy change

2:15-2:30 Afternoon tea

2:30-4:00 Interest based learning (indoor and outdoor)

4:00-4:15 Late afternoon tea/snack

4:15-5:30 Free indoor play.

6:00pm Centre Closes.

DAILY PROGRAMME AND ROUTINE FOR AGES 3 – 5 YEARS

The below program is the general program for the 3-5 year old's.

The general daily programme and routine is set out below with the outdoor time shown in green.

7am	Centre Opens
7.30-8.30am	Breakfast/Morning Tea (A quiet time for children)
8:30-9.15	Education (Talk about child's interests, weekly topics, story time, colours, numbers, shapes, days of the week)
9:15-9:30	Packing away followed by music & movement
9:30-10:00	Art and craft (children explore, and express ideas through creative arts)
10:00-12:00	Free Indoor/Outdoor Play (small groups-Discuss child's interests, transition).
12:00-1.45	Lunch time (children wash their hands, and choose a seat to be served an alternate meal)Rest time/Quiet activities for the children who do not sleep
1:15-2.15	Small group activities (indoor and outdoor) optional play.
2:15-2.45	Learning centres (encourage children to explore, and try things) (indoor)
2:45-3.00	Afternoon tea (children are given an alternate nutritious snack/fruit)
3:00-4.00	Outdoor/indoor play. Interest based learning (children will be engaged with educators and focus on their own interests to further their development)
4:00-4.15	Late afternoon tea/snack
4:00-6.00	Indoor Play
6:00	Centre Closes.

TRAFFIC AND PARKING MANAGEMENT

The following procedures are to be adopted for the use of the childcare centre car parking area:

- There should be a total of 23 parking spaces made available - including 10 staff spaces and 13 visitor spaces including 1 accessible parking space.
- All parking associated with childcare must occur within the sign posted spaces and they will be signposted staff or visitor parking spaces.
- Parent / visitors who drive to the site are to occupy designated on-site visitor parking spaces, in preference to on-street.
- Vehicles must enter and exit the site car parking area in a forward direction at all times.
- The disabled car spaces must be used by people with a valid disability permit;
- The pedestrian walkway connecting the car parking spaces to be kept clear at all times.
- No double parking is permitted in the car parking aisle and no parking is permitted in the turning bay.
- The security door at the entrance to the car park should remain open during childcare centre operating hours.
- The car parking area is not to be used for storage purposes, thereby reducing the number of available car spaces.
- Staff, parents and carers must be encouraged to report improper use of the car parking area to the centre's manager.
- This traffic & parking management plan must be issued to all new parents, staff, with a copy to be included on the centre's website.
- This traffic & parking management plan is to be regularly reviewed & amended as deemed necessary.

NOISE MANAGEMENT

The following procedures are to be adopted in relation to the management of noise:

- The childcare centre is to operate as per the relevant recommendations of the approved Acoustic Report by Rodney Stevens Acoustics, dated 14 April 2025, noting the following noise management measures are required.
 - *All children can engage in outdoor play at a time*
 - *No music is to be played in the outdoor areas*
 - *Playground equipment that allows a child to be more than 0.5 above the ground level should not be used*
 - *Children must be supervised at all times*
 - *Parents and guardians should be informed of the importance of noise minimisation when entering or exiting the site, dropping off or picking up children. This includes avoiding raising your voice within the centre's carpark area or beeping car horn.*

General Noise Management Strategies

We recommend the Centre's management implement a Noise Management Plan that should include, but not be limited to, the following:

- Ensuring all staff and parents are provided with a copy of the Centre's Noise
- Management Plan and its implications for them during their time at the Centre.
- The name and contact details of the Centre's Manager should be clearly displayed at the front of the building to ensure neighbours can contact that person at any time the Centre is operating.
- Ensuring a sufficient number of educators are provided to supervise children's outside play to discourage unnecessarily loud activities.
- Carers/staff should be educated to control the level of their voice while outdoors.
- Facilitating children's small group play when outside, and encouraging educators to engage in children's play and facilitate friendships between children.
- Crying children should be comforted as quickly as possible and moved indoors.
- Any maintenance proposed on the Site should take place during day time hours only, i.e. 7 am to 6pm.
- While cleaners are on the Site they should be instructed to not make an unreasonable level of noise. Normal conversations would be acceptable, however shouting would not.
- While staff meetings are taking place on the Site, staff should be instructed to not make an unreasonable level of noise. Normal conversations would be acceptable, however shouting would not.

- Mechanical plant and equipment should only operate during approved trading hours.

MECHANISM FOR CONVEYING POLICIES & UPDATES TO PARENTS

- The centre operations are documented in our policies and procedures.
- These policies and procedures make up many volumes. All educators and carers must read the policies and procedures and confirm in writing that they have done so. The policies and procedures are discussed at staff meetings and continually updated and redistributed as they are amended.
- Policies are also located in the front foyer for all families and visitors to have access to at all times.
- Centre policies are reviewed throughout the year on a monthly basis following a schedule. All revised policies are mentioned in the centres monthly newsletter and displayed in the front foyer for the families to be updated and advised of any changes that have been made.

POLICY & PROCEDURAL ASPECTS

The following provisions of the National Quality Standard are relevant and will be adhered to:

QA4

4.2 Educators, coordinators and educators are respectful and ethical.

4.2.1 Professional standards guide practice, interactions and relationships.

4.2.2 Educators and coordinators work collaboratively and affirm, challenge, support and learn from others to further develop their skills.

4.2.3 Interactions convey mutual respect, equity and recognition of each other's strengths and skills.

QA7

7.2.3 An effective self-assessment and quality improvement process is in place.

7.3.2 Administrative systems are established and maintained to ensure the effective operation of the service.

7.3.5 Service practices are based on effectively documented policies and procedures that are available at the service and reviewed regularly.

The following provisions of the Education and Care Services National Regulations are to be complied with:

- 31- Condition on service approval-QIP
- 55-56- QIP
- 168- education and care services must have policies and procedures

- 170- policies and procedures to be followed
- 171- policies and procedures to be kept available
- 172- Notification of change to policies and procedures affecting ability to family.

POLICY & PROCEDURAL IMPLEMENTATION

Our centre believes that reflection and evaluation is an important aspect of quality improvement. Reviewing the centres practices and strategies will ensure that we continually strive to improve our service to families and the children in our care. To this end, we have implemented the strategies below.

Policies and procedures will be made available to families, located in the service.

Educators will ensure that families can have access to policies and procedures, this gives both families and educators opportunities to suggest elements the need improving.

For educators and management this will occur: -

- At meetings
- At the policy review points
- Family meetings
- Newsletters
- Parent educator meetings

Who is affected by this policy: -

- Children
- Families
- Educators/Staff
- Management

SECURITY MEASURES

The centre will have the following security measures in place: -

- Surrounding child proof fences and gates, security cameras and CCTV.

The relevant legislative provisions outlined below are also to be complied with.

QA2

2.3.2 Every precaution is taken to protect children from harm and any hazards likely to cause injury.

2.3.4 Educators, coordinators and staff members are aware of their roles to respond to every child at risk of abuse or neglect.

National Regulations

84 Awareness of child protection law

99 Children leaving the education and care service premises

158 Children's attendance record to be kept by approved provider

Aim

The aim of this policy is to ensure that delivery and collection procedures are consistent with the safety of children. Children are delivered and collected from the centre by an authorized person only.

Implementation

The nominated supervisor, educators, staff will adhere to the following procedures at all times to ensure the safety of children.

Children and families will not be allowed to enter the service before opening hours.

We encourage you to drop children off before 10.30am, as we program daily for children and a late drop off may make it difficult to effectively include children in learning stories/daily journals.

If your child is going to be away on the day for any reason, please inform the centre via email.

ARRIVAL PROCEDURES

- All children are to be brought into the centre by an adult to an educator;
- Parents are required to make contact with educators when collecting their child;
- All children must be signed in by their parent or person who delivers them to the centre. If for any reason they are unable to sign, the nominated supervisor may sign them in;
- An educator will greet and receive the child;
- A locker or shelf space will be available for the child's belongings.

DEPARTURE PROCEDURES

- All children must be signed out by their parent or person who collects the child;
- Children can only be collected by a parent, authorized nominee whose information is located on enrolment;
- It is the parent's responsibility to ensure their information is regularly updated;
- No child will be released into the care of unauthorized persons;
- Educators will always ensure the safety of the child first, if a person becomes aggressive or violent Educators may not release the child and ring the police on 000;
- Nominated supervisor will make sure that the child's records are kept up to date;
- No child will be released into the care of anyone not known to the educators

Parent must give prior notice when: -

- The person collecting the child is someone other than those mentioned on enrolment;
- There is a variation in the persons picking up of the child;
- If educators do not recognize the person by face, they may need to provide a form of identification (license);
- If the person collecting the child appears to be intoxicated, or under the influence of drugs, educators are to bring the matter to the person's attention before releasing the child;
- Signing in & out is a condition of your child's enrolment at the centre;
- Two educators verify and initial the open and close sign in sheets of the day;
- Individuals visiting the premises must sign in and out of the centre (visitors);

If a child has not been collected by the time, we are due to close the service, the Nominated supervisor will: -

- Attempt to contact the parents, authorized person;
- Leave a voice-mail and call again;
- Wait a few minutes and attempt to re dial, if the person has yet not arrived, ring the protection hotline for guidance before ringing emergency services (000)

The review will be conducted by: -

- Management;
- Families;
- Employees.

SUPERVISION OF CHILDREN

Activities

Outdoor activities vary from day to day and are dependent upon the weather and program. They include: -

- Ball games
- Team play
- Free Play
- Water-based play
- Sand play
- Balancing and climbing games
- Gross motor skills
- Supervised play

Monitoring process for outdoor play is the same as for indoor.

SUPERVISION POLICY

The following legislation is to be followed with regard to supervision.

NQS

QA2

2.3.2 Every reasonable precaution is taken to protect children from harm and any hazards or injury

4.1.1 Educator to child ratios requirements are maintained at all times.

5.2.3 The dignity and rights of every child are maintained at all times

National regulations

168- Policies & procedures are required in relation to health & safety

Implementation

The service defines 'supervision' as actively watching and attending their environment. Educators should avoid carrying out activities that will draw attention away from supervision. The supervision policy is committed to: -

- Complying with education and care services
- ensuring that children are supervised at all times
- considering the design and arrangement of children's environments
- guiding educators to make decisions about when children's play needs to be interrupted
- identifying high risk experiences and developing strategies, depending on the age and development of children.

The procedures relating to the supervision policy are laminated, clearly labelled and displayed for everyone to read: -

- Supervision procedures & practices are made easy to read and interpret
- The service will consider obtaining information in community languages
- The centre will have a supervision plan.

Procedure

Supervision is one of the most important care giving strategies and skills required by educators to develop and master. Listening and watching is an active combination of supervising. Children learn about who they are, how they react in situations, and discover interests. There are vital skills to develop as they assist staff to predict children's play patterns.

Positioning of educators

- It is important carers are able to move around effortlessly and view play areas from different angles
- Carers should be close enough to children to intervene promptly and prevent injury;
- Educators should ensure that students are being considered when coordinating supervision.

Listening when children play

- Listening is important and different sounds can alert educators to potential risks.

Knowledge of the environment and its potential risks

- Please refer to the maintenance policy

Setting up of the environment

- It is important that the design and layout should be safe enough to allow adults to freely interact.

Promoting play and learning experiences

- Supervision can ensure that children's play is enjoyable, and their learning opportunities are promoted.

Risk management strategies

- Please refer to the services OH&S policy

Children's arrival & departure

- To ensure only authorized-persons collect children from the centre
- Upon enrolment and first starting day a parent is shown where to sign the child in & out

In relation to parents

- Parents or authorized persons MUST be responsible for the supervision of children not enrolled at the centre
- Parent must ensure that staff are aware of their child's arrival/departure
- Parent must hand the child over personally to staff/educators

In relation to staff

- Educators are to ensure that no child will exit the centre without a parent or authorized person
- While on duty, educators have a first priority to ensure safety of children

Nappy changes & toileting

- Please refer to the policy (toileting, nappy change)

Transporting children

- Please refer to the services OH&S policy

Protective behaviors & practices

- Staff, students, carers are role models
- Children learn through example and modelling to teach children

Staff professional development opportunities

- The service aims to maintain and strengthen the skills and knowledge of educators in relation to active supervision.

WASTE MANAGEMENT AND COLLECTION

Waste storage facilities are located in a designated bin room at the ground floor and bins will be presented to the street for collection on waste collection day.

Waste collection is to occur via Council collection.

The proprietors of the Child Care Facility will be responsible for depositing their waste and recycling material into the appropriate bins. All waste is to be placed in the red lidded waste bins. All recyclable material is to be placed in the yellow lidded recycling bins. Furthermore, all waste and recyclable material is to be removed from the facility at the conclusion of each days' operations and is to be deposited in the appropriate bins provided in the Waste Storage Area.

Appropriate signage will be erected in a prominent place within the building to assist employees of the Facility to ensure that all waste and recyclable material is placed into the appropriate bins.

EMERGENCY EVACUATION PLAN

Prior to commencement of operation of the centre, a comprehensive Emergency Evacuations procedure will be prepared by a licensed and accredited fire expert. Fire evacuation plans will be installed around the centre as per the expert's recommendations. This plan and the procedures will be checked by DET before a license to operate the centre is issued.

Emergency Procedures

Prior to commence of operation of the centre, a risk management plan will be prepared to assess the likelihood of possible emergencies and develop a range of emergency procedures in line with these risks.

These procedures will include emergency evacuation and lock down.

Regulation 97 requires emergency and evacuation procedures to be rehearsed at least every 3 months. Rehearsals should take place at various times of the day and week to ensure that everyone at the service has the opportunity to rehearse. These drills are to be documented to allow for reflection on their effectiveness.

Preparing for emergencies

All rooms and outdoor play areas will have an emergency pack which includes whistles for teachers, roll call list, emergency contact details, a torch, water bottle and rope with knots for the children to hold on to. Staff will take this should an emergency evacuation be necessary.

One of the cots will also be a designated evacuation cot which will be specifically designed to wheel easily over rough surfaces if necessary. The evacuation cot is for any baby under 6 months of age to be transported in during the evacuation.

Management will ensure staff are appropriately trained in the use of fire safety equipment and fully understand the evacuation procedures in the case of a fire emergency. In addition, practice fire drills will occur at least every 3 months to ensure that all staff and children are proficient in the procedures.

Emergency evacuation procedures that are based on the service's floor plans will be prominently displayed near each emergency exit. The Emergency Evacuation Procedure will detail the steps to be taken in the event of an evacuation including specific roles that need to be carried out by staff.

The service will maintain an up-to-date and compact register of emergency telephone numbers that must be taken in an emergency or evacuation.

Emergency telephone numbers will be displayed prominently throughout the service near all telephones.

Fire extinguishers, fire blankets and other emergency equipment will be tested as recommended by the manufacturer by recognised authorities. All tests must be documented. Emergency and evacuation procedures will be discussed with families and regular information will be provided to families.

The Nominated Supervisor is responsible for ensuring that all educators, including relief educators and staff members, are aware of the service's policies and procedures relating to Emergency Management and Evacuation.

Informal games and discussions will be used to familiarise children with the service's evacuation and emergency procedures.

Draft Evacuation Procedure

Evacuation and emergency procedures will be finalised with consultation from expert prior to service approval.

Evacuation signal will be a whistle blown for 3 seconds and repeated as necessary until all areas are aware of need to evacuate.

Whomever blows the whistle will also call where emergency is within the building. Upon hearing the signal the educator in the area will gather the group of children and tell them where they are walking to. For example "Let's hold hands and walk to the back gate"

The responsible person on duty will collect the sign on sheets from reception area (or tablet if electronic sign in) and the emergency evacuation bag/phone on the way out. They will call emergency services on the way out of the building.

If the responsible person is supervising a group of children another educator who is close by will take over supervision of those children.

Note there will never be an educator on a level on their own supervising a group of children.

When all children and staff are assembled the responsible person will call the roll to ensure everyone is out of the building.

First choice of evacuation point is the Northmead Reserve Playground which can be accessed from the rear emergency gate.

Children will be seated at the evacuation area and sing songs/have stories until given the all clear to return to the service or await collection from the parent.

Risk assessment in possible emergency situations:

Type of emergency	Issue	Risk	Control strategies
Any evacuation	Child wanders off	Possible	Younger children have grab and go straps. Older children hold the rope.
Any evacuation	Traffic	Possible	Responsible person will have a safety vest and stop traffic if required.
Any emergency	Child distress	Likely	Have regular practice drills and discussions about how the children will be kept safe. Regular visits from emergency services such as fire brigade to assist children become familiar with sirens/lights.
Any evacuation	Children may be asleep when evacuation occurs	Possible	Have practice drills during these times.
Any emergency	Phone line is cut	Possible	Responsible person to take alternate phone such as mobile.

PARENTS COMPLAINTS HANDLING PROCEDURE

As per regulation 173 of the Education and Care Services National Regulations the name and telephone number of the person at the education and care service to whom complaints may be addressed will be displayed at the entry to the service. The contact details of the regulatory authority will also be displayed here.

Minor complaints:

Parents are encouraged to discuss minor concerns with the room leader or service nominated supervisor as soon as possible.

These will be recorded in a complaint register and addressed with relevant people. Parent will be advised of the outcome.

Serious complaints:

The nominated supervisor will:

- listen to the family's view of what has happened
- clarify and confirm the grievance, documenting all the facts prior to the investigation

- encourage and support the family to seek a balanced understanding of the issue
- discuss possible resolutions available to the family. These would include external support options
- encourage and assist the family to determine a preferred way of solving the issue
- record the meeting, confirming the details with the family at the end of the meeting
- maintain confidentiality at all times
- refer families (as necessary) to Service policies that may assist in resolving the grievance.

If the grievance cannot be resolved, it is to be referred to the Approved provider who will investigate further:

- if appropriate, collect relevant written evidence. This evidence will be treated in strict confidence and will be held in a secure place
- should it be necessary to interview relevant people concerning the grievance, their involvement should be kept to the minimum necessary to establish the facts
- third parties providing evidence must also be made aware that the matter is to be kept confidential.

Should the grievance be lodged against another person(s), these person(s) will be interviewed separately and impartially. Individuals must be given the opportunity to respond fully to the allegations and may have another person present, as a support person, if they wish. If after investigation, it is concluded that the grievance is substantiated:

- both parties will be told of the decision and the reason for it
- immediate and appropriate steps will be taken to prevent the grievance from recurring
- if after investigation, it is concluded that the grievance is not substantiated both parties will be notified of the decision and the reason
- the family will be informed that if they are not satisfied with any decision relating to the grievance procedure that they should consult with an external body for further advice such as the Regulatory Authority.
- if the grievance is of a serious nature, the Nominated Supervisor is responsible to inform the Regulatory Authority.

GENERAL COMPLAINTS

The owner/operator will maintain a "Complaints Book" recording details of any incident that occurs (including the time of the incident), a description of the incident and any actions taken by the management of the Centre in response to the incident. All complaints must include the details of the person reporting the incident including a contact phone number so that management may follow up any complaint. The option will be given to a Complainant as to whether a complaint is confidential or non-confidential.

An "Incident" includes:

- any breach of this Plan; or
- any complaint by any person about the operation of the Child Care Facility.

The owner/operator must investigate any incident within 5 working days and the Complainant will receive a response within 10 working days detailing what action has been taken (if any action is deemed necessary) in order to address the complaint or concern.

The Complaints Book must be updated within 24 hours of any incident. The owner/operator must review and initial and date all entries made in the Complaints Book in his/her absence whenever he/she is next at the centre.

The Complaints Book must be made available to Council officers for inspection upon request.

The owner/operator must review the Complaints Book regularly and where appropriate amend this Plan so as to eliminate the possibility of the incident recurring or to minimise the impacts of the incident should it recur.

The approved provider will also schedule at least 2 community meetings per year that will be open to anyone wishing to attend. The purpose of these meetings will be to allow any concerns to be raised and aims to develop positive relationships within the community.