



CREATIVE**PLANNING**SOLUTIONS

Plan of Management

Centre-Based Childcare Centre Facility

1A Truman Avenue, Riverwood

Lot 386 DP 233362

Prepared for: Homes NSW

CPS Project No: G942

Date: June 2025

Creative Planning Solutions Pty Limited | PO Box 1074 Broadway NSW 2007
Level 3, 397 Riley Street, Surry Hills NSW 2010 | 1/6 Tilley Lane, Frenchs Forest NSW 2086
02 8039 7461 | info@cpsplanning.com.au | www.cpsplanning.com.au
Creative Planning Solutions Pty Limited – ABN: 70 135 093 926

© Creative Planning Solutions Pty Ltd
ABN 70 135 093 926
All Rights Reserved. No material may be reproduced without prior permission.
You must read the important disclaimer appearing within the body of this report.
cpsplanning.com.au

Disclaimer:

In preparing this document, Creative Planning Solutions has relied upon information and documents provided by the Client or prepared by other Consultants within their various areas of expertise.

Creative Planning Solutions is unable to, and does not, accept responsibility for any errors or omissions in any of the material provided by other parties

Contents

1.0	Introduction.....	4
1.1	Purpose of Plan of Management	4
2.0	General Operational Information	5
2.1	Description of Operation	5
2.2	Hours of Operation	5
2.3	Capacity.....	5
3.0	Programming and Scheduling	6
3.1	Child Care	6
3.1.1	Nursery - 0-2 years	6
3.1.2	Toddlers - 2-3 years	7
3.1.3	Pre-school - 3-6 years	7
4.0	Transport and Traffic Control	8
4.1	Parking	8
4.2	Deliveries.....	8
4.3	Signage	8
5.0	Noise Control.....	9
6.0	Waste Management Procedures	11
7.0	Security and Emergencies.....	13
7.1	Security	13
7.2	Emergencies and Evacuation	13
8.0	Staff Training.....	15
9.0	Complaint Management.....	16
10.0	Review	17

1.0 Introduction

1.1 Purpose of Plan of Management

This Plan of Management has been prepared to accompany documentation submitted to Canterbury-Bankstown Council ('**Council**') as part of a development application which seeks consent for a child care centre at 101A Truman Avenue, Riverwood ('**subject premises**').

The purpose of this Plan of Management is to:

- Establish performance criteria for various aspects of the operations of premises having regard to the relevant matters under relevant regulations and legislation.
- Detail the operational specifics of the premises which are referenced within other relevant application documentation that has been submitted to Council to support the proposal.
- Provide guidelines and management practices for the day-to-day operation of the development.
- Ensure that the ongoing operation of the subject premises will not adversely affect the amenity, safety, and wellbeing of visitors to the premises, surrounding premises or the wider community.
- Communicate the proposed use of the premises, and to ensure that its operation:
 - is well managed;
 - is undertaken with regard to the surrounding area; and,
 - takes a proactive role in being a responsible neighbour within the local area.

A copy of this Plan shall be kept at the premises at all times and immediately produced for inspection upon request by Council Officers.

2.0 General Operational Information

2.1 Description of Operation

The child care centre is a long day care centre, that operates under the National Quality Framework of the Australian Children's Education & Care Quality Authority (ACECQA). Child care centres are designed to be fit for purpose so that they can operate in accordance with the National Quality Framework and its seven (7) Quality Areas, which are:

- 1- Educational program and practice
- 2- Children's health and safety
- 3- Physical environment
- 4- Staffing arrangements
- 5- Relationships with children
- 6- Collaborative partnerships with families and communities
- 7- Governance and leadership.

2.2 Hours of Operation

The operating hours of the child care centre are from 6:30am to 6:30pm Monday to Friday, 52 weeks per year. The facility will not operate on gazetted public holidays.

The staff members will have staggered arrival times to the facility ranging from 6:30am to 9:00am, and staggered departure times spanning from 4:30pm to 6:30pm.

2.3 Capacity

Based upon the spatial arrangement shown within the development application, the child care centre accommodates a total of 60 children, and based upon the age distribution of the children accommodated, 11 staff members are required on site. The table shows the number of children and educators accommodated within the centre.

Table 3: Staff Numbers Composition

Playroom (Age Group)	Number of Children	Educator to Child Ratio	Required Staff
Playroom 1 (0–2-year-olds)	8 children	1:4	2
Playroom 2 (0–2-year-olds)	12 children	1:4	3
Playroom 3 (2–3-year-olds)	20 children	1:5	4
Playroom 4 (4–5-year-olds)	20 children	1:10	2
Total	60 Children		Staff Members 11

3.0 Programming and Scheduling

3.1 Child Care

The daily routines herein are used as a general guide to establish a routine for the centre, but are intended to allow for flexibility to respond to varying circumstances including poor weather, daylight access, mixed ages, scheduled events, and a children's culture or family needs.

Meal routines are also intended to be flexible so that children can eat at their will, whilst participating in other activities or play. Finally, sleep and nap routines are particularly flexible, especially for infants, in response to their particular physiological needs. Children who do not need a sleep during scheduled sleep times will carry out quiet activities.

The indicative programs contained below have been structured to account for the particular needs of the age cohort within each room. Passive and active play activities can be offered both indoors and outdoors through the flexible daily timetable, and the tendency towards either indoor and outdoor play will vary depending on the season and the weather. A mixture of free play time and structured group times will include both active and passive play activities. Passive activities include art, sand or water play, puzzles and role play. Active activities can include dancing, ball games, climbing, and other group games.

Parents will be responsible for dropping off and collecting children from the centre, and at drop-off, must first login at the entry, and then ensure their child is delivered to the appropriate room. Family grouping will be partially utilised during the drop-off period.

3.1.1 Nursery - 0-2 years

The nursery is located on the lower ground floor. Outdoor play space is located surrounding the indoor play room. Likely programming is detailed below.

Time Period	Activity
6:30am – 9:00am	Varied indoor/outdoor activities as children gradually arrive to the centre
9:00am – 10:00am	Indoor play and activities
10:00am – 11:00am	Outdoor play
11:00am – 2:30pm	Lunch & sleep time as required
2:30pm – 3:00pm	Outdoor play
3:00pm – 4:30pm	Passive indoor play and afternoon tea with naps as needed.
4:30pm – 5:30pm	Varied outdoor activities as children gradually depart the centre
5:30pm – 6:30pm	Varied indoor activities as children gradually depart the centre

3.1.2 Toddlers - 2-3 years

The toddler room is located on the lower ground floor. Outdoor play space is located surrounding the indoor play room. Likely programming is detailed below.

Time Period	Activity
6:30am – 9:00am	Indoor family grouping as children gradually arrive to the centre
9:00am – 11:00am	Various indoor play and activities
11:00am – 12:00pm	Outdoor play
12:00pm – 1:00pm	Indoor play and activities
12:30pm – 2:30pm	Indoor group activities and naps as needed
2:30pm – 3:00pm	Indoor games
3:30pm – 4:30pm	Outdoor play
4:30pm – 5:30pm	Varied outdoor activities as children gradually depart the centre
5:30pm – 6:30pm	Varied indoor activities as children gradually depart the centre

3.1.3 Pre-school - 3-6 years

The pre-schoolers will utilise the play space on the first floor for indoor and outdoor play, with indoor play space split amongst three rooms. Likely programming is detailed below.

Time Period	Activity
6:30am – 9:00am	Indoor/outdoor family grouping as children gradually arrive to the centre
9:00am – 10:00am	Indoor play and morning tea
10:00am – 12:00pm	Outdoor play and activities
12:00pm – 2:30pm	Indoor play and literacy/numeracy, etc
2:30pm – 3:30pm	Outdoor play
3:30pm – 4:30pm	Active indoor play (games, music, etc) and morning tea.
4:30pm – 5:30pm	Varied outdoor activities as children gradually depart the centre
5:30pm – 6:30pm	Varied indoor activities as children gradually depart the centre

4.0 Transport and Traffic Control

The following transport and traffic control measures are to be maintained through the operation of the child care centre.

4.1 Parking

Dedicated pedestrian access to the building is provided at the corner, with footpaths from both Truman Avenue and Belmore North Road. All vehicular access will be provided via the combined entry and exit driveway on the Truman Avenue frontage. All drivers accessing the site are to utilise the car park for the parking of vehicles and should avoid parking on surrounding streets.

Eleven educators are required to maintain educator-to-child ratios within the child care centre, and seven (7) dedicated staff parking spaces are provided within the site.

All parents/guardians associated with the child care centre must utilise the visitor parking spaces, and must not park in child care staff parking spaces.

4.2 Deliveries

Staff are to ensure that the impacts of delivery vehicles on the surrounding neighbourhood are minimised and are to arrange for notice to be given ahead of a delivery arrival, or for deliveries to be scheduled at regular times. Servicing and deliveries will be made by vans and small rigid vehicles (SRVs). Deliveries will be scheduled to occur on weekdays between 10:00 and 15:00, to avoid conflicts with peak movements in the car park. Visitor car parking spaces are the first preference for this purpose.

4.3 Signage

All parking spaces will be marked and/or provided with signage, in order to indicate whether the parking spaces are to be used for staff or visitors.

5.0 Noise Control

The following noise control measures are to be maintained through the operation of the child care centre:

- A contact phone number shall be provided at the front of the centre so that any complaints regarding the operation of the centre can be made.
- Outdoor play must not be conducted after 6:00pm.
- Glazing that is oriented towards side boundaries (1 Truman Avenue and 353 Belmore Road) are to remain closed at all times for indoor play areas; all other windows are able to be opened to enable natural ventilation.
- All staff should be given appropriate training in relation to the acoustic impacts and requirements in terms of operation of the centre, and management is to ensure children are supervised at all times to minimise noise generated by the children whenever practical and possible.
- Mechanical plant is only to operate during proposed hours

Staffing responsibilities for noise control are outlined below:

- **Modelling Appropriate Noise Levels:** Educators are responsible for speaking in a calm, moderate tone themselves, demonstrating the desired noise level for children. This includes using "indoor voices inside, and outdoor voices outside."
- **Implementing Noise Policies and Routines:** Staff should implement designated quiet times (e.g., during story time or rest periods) and specific rules for different areas (e.g., quiet corners for reading).
- **Strategic Organisation of Activities and Spaces:** Educators are responsible for planning and arranging activities to minimise noise overlap. This includes separating noisy, active play from quieter, focused activities, and utilising sound-absorbing materials where appropriate (e.g., rugs, curtains).
- **Supervising and Guiding Children's Behaviour:** Staff actively supervise children during play, gently redirecting overly boisterous behaviour and encouraging children to be mindful of their noise levels. This involves teaching children about the impact of their noise on others.
- **Managing Group Dynamics:** Staff are skilled at managing group sizes and compositions to prevent excessive noise. This might involve breaking larger groups into smaller ones for certain activities or rotating children through different play areas.
- **Selecting Appropriate Resources and Equipment:** Educators should be mindful when selecting toys and equipment, opting for those that generate less noise or have adjustable volume settings. They also ensure toys are in good repair to avoid unnecessary squeaks or rattles.
- **Communicating with Families:** Staff should communicate the centre's approach to noise management to parents, encouraging consistent expectations between home and the centre.
- **Identifying and Addressing Noise Triggers:** Staff are observant and able to identify factors that contribute to increased noise (e.g., transitions between activities, certain times of the day, particular children feeling overwhelmed) and proactively implement strategies to mitigate these.
- **Regular Monitoring and Reporting:** Staff should be aware of noise levels and report any persistent issues or concerns to the nominated supervisor or centre management.

The Acoustic Report prepared by Koikas Acoustics concludes that no further operational measures are required to control noise emissions. However, noise control will be employed as much as possible and will form an ongoing part of staff training.

6.0 Waste Management Procedures

Waste management measures derived from the Operational Waste Management Plan (Report No. 6561 Revision C prepared by Elephants Foot Consulting, dated 5 June 2025), are to be maintained through the operation of the child care centre.

It is generally expected that staff will maintain a reasonable degree of cleanliness throughout each day, whilst children are sleeping, or whilst educator-to-child ratios are exceeded. The centre may also employ a cleaner to carry out deep cleaning of the centre outside of operational hours, and this could be carried out during the evening after closure of the centre or on weekends.

Childcare waste disposal and collection procedures outlined in the Operational Waste Management Plan are to be maintained, and the following waste management practices are to be adhered to:

Washroom Facilities

Washroom facilities should be supplied with collection bins for paper towels (if used) and dedicated bins for soiled nappies. Sanitary bins for female restroom facilities must also be arranged with an appropriate contractor.

Food Waste

Kitchens, tearooms, and service and food preparation areas will be provided with a dedicated receptacle to collect food waste. Staff or cleaners will be responsible for monitoring these receptacles and emptying them as required.

Bulky Waste

Any bulky waste generated by the childcare centre will be stored back of house until building management can arrange for a collection service. It is recommended that bulky items in useable condition are first donated where possible.

Liquid Waste

Liquid wastes as such cleaning products, chemicals, paints, solvents, and motor and cooking oil will be stored in a secure room and enclosed by a low wall intended to contain any liquid spillage or inundation to other areas. Liquid waste will be drained to a grease trap, in accordance with legislation and the requirements of State government authorities and agencies. Further information can be provided by the Services Consultant

Problem Waste

The building manager is responsible for making arrangements for the disposal and recycling of problem waste streams with an appropriate contractor. Problem wastes cannot be placed in the general waste stream as they can have adverse impacts to human health and the environment if disposed of in landfill. Childcare staff must liaise with the building manager when disposing of problem waste streams.

Problem waste streams include:

- Chemical Waste
- Liquid wastes

- Toner cartridges
- Lightbulbs
- eWaste
- Batteries

Waste collection will be carried out by private contractors utilising a small rigid vehicle. Waste collection can either be carried out between 10am and 3pm each weekday, or at any time outside of operational hours.

Staff employed at the end of each day will be responsible for transporting waste from within the centre to the shared bin room that adjoins the ground floor of the centre. The bin storage area is to be kept clean and tidy at all times; any spilled waste is to be removed immediately, to prevent vermin being attracted to this area.

7.0 Security and Emergencies

7.1 Security

The following security measures are to be employed:

- Access to the premises will be controlled by staff and available to the public via the designated entrances.
- Staff are to be responsible for ensuring that the parking areas are not accessible during non-operational hours.
- All visitors to the child care centre must sign in and out on a centre visitor's register with the arrival and departure time recorded. Visitors to the centre include maintenance personnel and any other person not employed by the centre (excluding the parent of a child enrolled at the centre).
- All visitors to the child care centre are always accompanied by an educator/staff member and not left with any child or children.
- If appropriate, entry points, as well as concealed areas in the carpark, are to be fitted with CCTV.

7.2 Emergencies and Evacuation

Emergency Evacuation Egress Plans and diagrams are to be on display throughout the entire premises. Evacuation procedures may apply for a variety of situations. Such situations may include chemical spillage, bomb threat, storm, aircraft crash, earthquake, riot, building collapse, gas leak, hostage and/or or siege situations. Any drills should incorporate different scenarios, with evacuations being acted out accordingly, highlighting problems that may not have been envisaged.

In the event of a fire or other emergency, the following evacuation for the child care centre procedures are to be initiated.

EXIT PROCEDURES

Stage 1- Removal of Non-Ambulatory Infants to Staging Area

Non-ambulatory infants are to be placed into Evacuation Cots and moved to their internal Staging Area. Once at the Staging Area the roll call is to be completed.

Stage 2 – Removal of Ambulatory Children to the Staging Area

Ambulatory Children are to be moved to their internal Staging Area.

Stage 3 – Removal of Non-Ambulatory Infants (0-2 Years) to the External Assembly Area

Designated staff members are to move the Evacuation Cots through the emergency exit and to the external Evacuation Assembly Area.

Stage 4 – Removal of Ambulatory Children to the External Assembly Area

If the decision is made to move to the external Evacuation Assembly Area then the ambulatory children are to be assigned to their evacuation ropes. When directed to do so a staff member is to precede the infants with a second staff member following the group.

When at the assembly area connect the clips on the end of the evacuation rope to the next rope until a circle is formed with the children on the inside of the circle holding their knots.

DUTIES

Manager/Warden:

- If safe, check, toilets and storage rooms to ensure that all children/participants have evacuated;
- Move to assembly area as quickly as possible; and
- Where safe to do so, close doors behind you.

General Staff:

- If safe, collect the attendance book to verify that all children are present and accounted for; and
- Once at the emergency evacuation point, liaise with the Warden to confirm that staff, children and participants are accounted for.

The following points must be considered by all staff:

- Exit procedures are to be followed, unless they lead to the source of the problem;
- Staff should only consider using a fire extinguisher if it is safe to do so and they are trained in the use of such equipment;
- Staff may not be able to re-enter the building after evacuation for some time if at all; and
- Points for the Warden or equivalent to consider:
 - The assembly area may not be safe due to other circumstances (e.g. fire, building collapse, etc.).
 - Both emergency assembly areas must be identified and brought to the attention of all staff.

8.0 Staff Training

All staff will be required to undergo training to ensure they are appropriately qualified to undertake tasks associated with relevant roles. Such training will include familiarity with relevant contents and protocols of this Plan of Management, in addition to other considerations that include (but may not be limited to):

- Workplace practices and procedures,
- Occupational health and safety requirements,
- Emergency events and contacts,
- Evacuation procedures, and
- Identification and reporting of building maintenance issues and potential risks to visitors and other staff.

A training guide for staff is to be implemented. Once undertaken, new staff will be required to provide a signature indicating that they have undertaken training to address each of the requirements listed above, in addition to any other specific training if/where necessary. The signed documents shall be placed within the personnel file of each employee, so that it can be presented to relevant authorities upon request.

In-house training will include familiarisation with the procedures and requirements set out in this Plan of Management. As part of induction, new staff will be required to read relevant parts of this Plan and provide a signature agreeing to abide by its requirements. Whilst management are expected to be familiar with the entirety of the plan, new staff will not be required to be familiar with training or review procedures, nor will they be required to read this Plan of Management to obtain an understanding of programming and scheduling, given this will be obtained through other methods of training.

9.0 Complaint Management

The building will have a phone number displayed at the building entry for complaints. Contact information will also be made available on the child care centre website. Verbal contact from complainants will be capable of being received during business hours. Any complaints that are received will be managed as follows:

- A documented complaints process including a Complaints Register will be kept on site at all times. Any complaints received will include the following information:
 - The name and contact details of the complainant(s), and the means by which the complaint was made (i.e. phone, email, in person, etc.);
 - The name and position of the employee who received the complaint;
 - The nature of the inquiry and/or complaint; and
 - Details and descriptions of the complaint.
- Staff are to respond to the complainant(s) as soon as practical and keep them informed of action(s) that are to be taken to address the issue(s) raised. Once the issue is resolved/finalised, the complainant is to be notified, with the details and content of any response to the complainant to be recorded within the Complaint Register.
- The responsible person is to document the status of the enquiry (i.e. open/closed) and what action(s) has been taken to resolve and finalise the issue.

Should any resolution of a complaint require a modification(s) to be made to the Plan of Management, then the person(s) who made the complaint should be consulted about any such changes.

10.0 Review

This Plan of Management should be used as a general guide to the day-to-day operations of the premises. It is possible that the Plan of Management will be refined by the Development Application process, and then further refined to suit specific needs and internal policies. For this reason, the detail and contents of this Plan of Management should be considered adaptable.

Unless on site activities require that this document be modified sooner, the site managers, in consultation with the staff/operators within each premises, will review the Plan of Management every 24 months to determine whether the objectives of this document have been achieved. This is to enable assessment of the effectiveness of the plan and ensure its ongoing relevance to the day to day running of the operations. The Plan of Management must remain consistent with community and Council expectations and the changing requirements of users.