



Hurstville - Plan of Management

23 Dalcassia Street, Hurstville NSW (22-24 Bond Street, Hurstville)

30th September 2020



Source: IDG Architects

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Title

Street Address	23 Dalcassia Street, Hurstville (22-24 Bond Street, Hurstville)
Lot and DP	1 / 586989
Uses	Place of Public Worship, Community Facilities, Apartments and Cafe
Date of Preparation	As at 29 th September 2020

Objectives

The Salvation Army is committed to reinvigorating the existing buildings and facilities at 23 Dalcassia Street, Hurstville (22-24 Bond Street, Hurstville), to allow The Salvation Army to continue its long association and contribution to the Hurstville community and George's River Council area more broadly.

The proposal at Hurstville reimagines The Salvation Army's integration with the community in Hurstville and enables a range of complementary functions, such as accommodation for those in need, community facilities, Café, meeting rooms, a worship hall and training facilities.

The proposal will look to establish 27 apartments on the upper 5 storeys with ground floor and level 1 community and worshipping facilities fronting Bond Street. With subdivision of the northern portion of the lot fronting Dalcassia Street in accordance with the existing subdivision pattern on the block bounded by Dora Street, Bond Street, Patrick Street and Dalcassia Street. Accordingly, The Salvation Army has prepared this Plan of Management (POM) to provide detailed policies, performance criteria and procedures to minimise the physical, social and environmental impact of activities and operations at 23 Dalcassia Street, Hurstville.

The objectives of this POM are to:

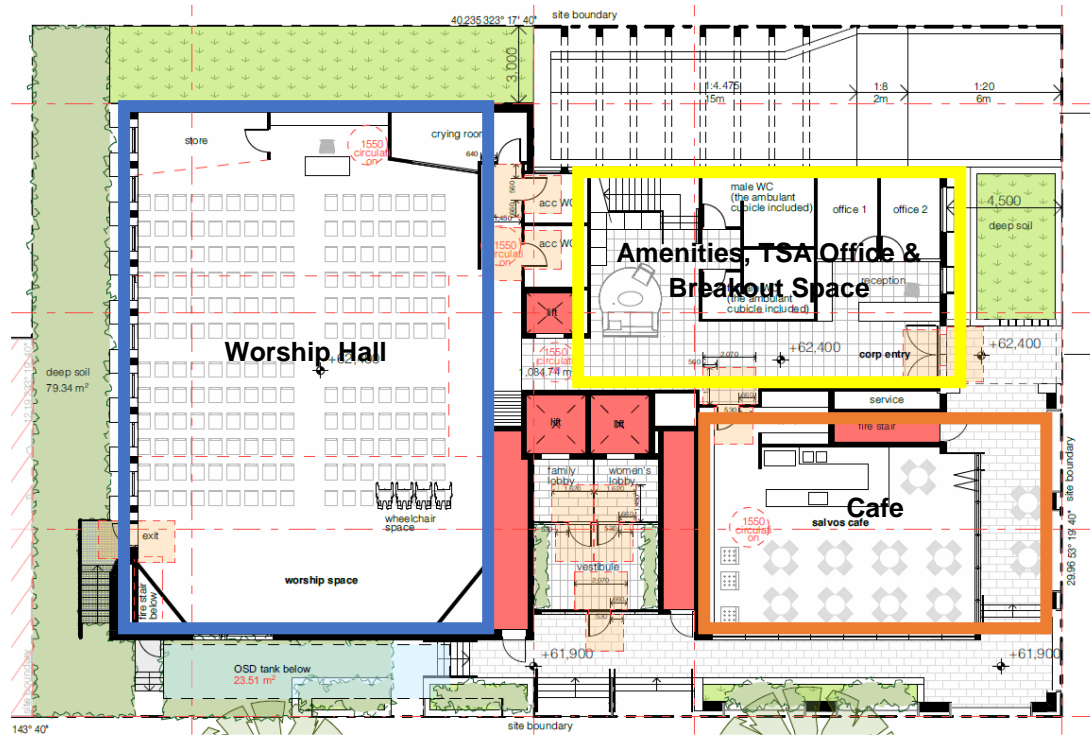
- Identify all appropriate environmental safeguards and demonstrate how they will be implemented on-site;
- Manage site activities effectively;
- Enable adverse impacts on the environment to be minimised;
- Provide details of complaints management procedures; and
- Monitor and manage environmental and social impacts.

It is proposed that this POM is reviewed on an ongoing basis to reflect the changing use of the property and integration with its surrounding community. This is covered in the Review Process Section.

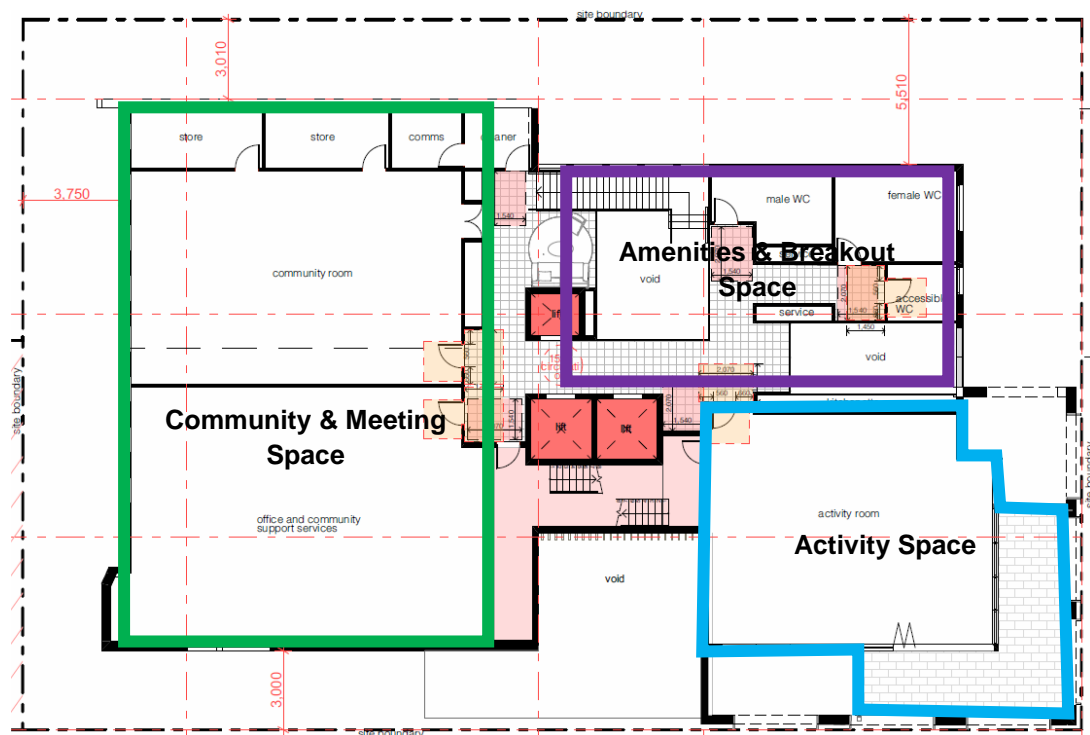
Please note that the operation of the 27 apartments have not been incorporated into this POM due to the specific nature of the operation which will be determined based on the need in the community and therefore the occupants of these apartments. The POM will be updated to reflect this prior to occupancy of the apartments to ensure suitable management is in place.

Community Facilities, Meeting Rooms, Community Rooms, Café & Place of Public Worship

Provided below are the floor plans for ground and level 1, with the areas labelled to reflect how the spaces will be used.



Ground Level Plan. Source IDG Architects



Level 1 Plan. Source IDG Architects

Operation Details

A brief description of surrounding land uses	<p>Northern Boundary – Residential Apartments</p> <p>Eastern Boundary – Residential Apartments</p> <p>Southern Boundary – Residential Apartment & Library</p> <p>Western Boundary – Commercial Uses</p>
Type of activities at different locations within the premises	<p>The Salvation Army endeavor to conduct the following activities within our premises:</p> <p>Café – Training course for unskilled workers and providing light snacks and refreshments for participants and the community (Monday to Saturday)</p> <p>Worship Hall – Religious activities (Sunday)</p> <p>Multipurpose Rooms – Various activities including training, bible studies, mini musos/KidsMusic, after school activities, meetings regarding financial assistance, counselling services and other community services and training;</p> <p>Meeting Rooms - Small Group meetings, community assistance and small teaching and assistance classes</p> <p>See hours of operation for further information.</p>
Identification and location of such activities that have the potential to adversely impact the amenity of surrounding land uses	<p>The Worship Hall utilisation has the potential to have the largest impact with pedestrian and vehicle traffic increased in the morning periods on a Sunday. Further the acoustic impacts require management and a built form response.</p> <p>The site frontage provides good opportunity to mitigate these impacts on the surrounding community, with the site being on three street frontages. Further the location of the site, encourages pedestrian rather than vehicular usage. Additionally, parking will be provided in accordance with Council's requirements.</p> <p>An acoustic report will be submitted with the DA and consider the acoustic impact on the surrounding receivers.</p> <p>See hours of operation for further information.</p>
Any variation to the above activities at different times of the day or week, or in different seasons	<p>Certain times of the year are busier, with larger events both around yearly calendar events (e.g. Christmas, Easter, Red Shield Appeal) or special events (e.g. opening ceremony, weddings, funerals).</p> <p>See hours of operation for further information.</p>

Hours of operation

	Use / Activities	Time	Approximate number of people
Sunday	Sunday Service	9am – 1pm	160
Monday	Small Group meetings - (e.g. Mothers Meetings, Crafts Group, English Classes)	9am – 5pm	5 – 30
	Community Assistance - Counselling, MoneyCare (Financial Assistance), Community lunch, Salvos Connect and Doorways	9am – 5pm	2 – 50
	Teaching and Activities - Cooking on a budget; how to manage money; selfcare classes; Positive Lifestyle Program, Exercise Groups, Table Tennis Group,	9am – 5pm	2 – 15
Tuesday	Small Ground meetings - (e.g. Mothers Meetings, Crafts Group, English Classes)	9am – 5pm	5 – 30
	Community Assistance - Counselling, MoneyCare (Financial Assistance), Community lunch, Salvos Connect and Doorways	9am – 5pm	2 – 4
	Teaching and Activities - Cooking on a budget; how to manage money; selfcare classes; Positive Lifestyle Program, Exercise Groups, Table Tennis Group,	9am – 5pm	2 – 15
Wednesday	Small Ground meetings - (e.g. Mothers Meetings, Crafts Group, English Classes)	9am – 5pm	5 – 30
	Community Assistance - Counselling, MoneyCare (Financial Assistance), Community lunch, Salvos Connect and Doorways	9am – 5pm	2 – 4
	Youth Activities - KidsMusic, SAGALA, Just Brass	2pm – 8pm	20-100
	Teaching and Activities - Cooking on a budget; how to manage money; selfcare classes; Positive Lifestyle Program, Exercise Groups, Table Tennis Group,	9am – 5pm	2 – 15
Thursday	Small Ground meetings - (e.g. Mothers Meetings, Crafts Group, English Classes)	9am – 5pm	5 – 30
	Community Assistance - Counselling, MoneyCare (Financial Assistance), Community lunch, Salvos Connect and Doorways	9am – 5pm	2 – 4
	Teaching and Activities - Cooking on a budget; how to manage money; selfcare classes; Positive Lifestyle Program, Exercise Groups, Table Tennis Group,	9am – 5pm	2 – 15
Friday	Small Ground meetings - (e.g. Mothers Meetings, Crafts Group, English Classes)	9am – 5pm	5 – 30
	Community Assistance - Counselling, MoneyCare (Financial Assistance), Community lunch, Salvos Connect and Doorways	9am – 5pm	2 – 4
	Teaching and Activities - Cooking on a budget; how to manage money; selfcare classes; Positive Lifestyle Program, Exercise Groups, Table Tennis Group,	9am – 5pm	2 – 15
Saturday			
Other	Easter/ Christmas Services and up to ten additional services per annum for events such as funerals, weddings and christenings	9am – 6pm	160
	School Holiday Christmas Programs	9am – 6pm	40

Staffing Levels

The staffing levels of The Salvation Army Hurstville development will be reflective of the proposed activities at the time, popularity in the activities and the needs of the community. Below are the indicative staff:

The Salvation Army Corps Officer

Three FTE

The Salvation Army Administration & Community Services Personnel

Three PTE, plus 3 community service personnel (2 x Moneycare, 1 x Doorways / Salvos Connect)

Volunteers

Volunteers will support The Salvation Army from time to time, during season occasions this will increase significantly. The volunteer numbers will generally range from 1 – 8 depending on the activities at the time. The youth activities which increase during school holiday periods generally require 3-4 volunteers (in addition to other volunteers) and are therefore peak periods for volunteer.

Guidelines for Staff

All staff working at the site will need to complete The Salvation Army Hurstville specific site induction course prior to commencing any work or activity at the premises. The volunteers will also be informed of the requirements when undertaking activities on the property. The site-specific induction course will include but not limited to:

1. Control procedures for day-to-day and larger event activities that can be followed to minimise environmental impacts (as outlined in this POM)
 - a. For worshipping services on Sunday, there is a meeting space within the premises that will allow for contained movement.
2. Site layout.
3. Safety procedures
 - a. Staff will be required to quietly and safely enter and exit the premises along Dora and Bond Streets. Security proximity cards will be provided to staff only for access.
 - b. Staff and volunteers are requested to report any security or safety issues when they become aware of them. Salvation Army staff are to investigate and enact measures to respond to these issues where they are considered to pose a real risk to staff, volunteers, visitors to the property or the community.
4. Environmental emergency response procedures. – as per DA condition and/or relevant controls and/or legislation
5. Fire fighting. – as per DA condition and/or relevant controls and/or legislation
6. Waste management– as per DA condition and/or relevant controls and/or legislation
7. Noise management – as per DA condition and/or relevant controls and/or legislation
8. Parking management – as per DA condition and/or relevant controls and/or legislation

This will foster an awareness of environmental issues, minimise environmental impacts and inform staff of their responsibilities and duties.

Further, a COVID safe (or other related disease control) requirements will be implemented in the ongoing management of the building as required by the Authorities.

Deliveries and loading/unloading

Details of all deliveries, frequency and type of vehicles associated with deliveries and loading or unloading and clear guidelines for staff and service providers on how to mitigate any adverse impacts will be included in the updated POM. This will be updated for implementation prior to occupancy of the building.

All service providers must be made aware of the POM. Please see TIA for details in relation to the proposal and response in relation to the traffic.

Customer and Patrons

Customers' and patrons' orderly entry and exit to and from the premises	At all times the premises will have security cameras to survey patrons. Further the Salvation Army will train staff and Volunteers how to manage people movement to the building.
Premises where customers or patrons have to wait before being served must include a designated waiting area and the POM must include details on the management of such waiting areas	This has been provided and can be seen in the floor plans provided in the Community Facilities, Meeting Rooms, Community Rooms, Café & Place of Public Worship section.
Location of the premises where customers or patrons will mainly concentrate	The worship hall and multipurpose room within the development will be the main concentration of patrons. Please see floor plans provided in the Community Facilities, Meeting Rooms, Community Rooms, Café & Place of Public Worship section for further information.
Location of internal amenities exclusive to customers or patrons	The services provides to the customers and patrons can be seen in the Community Facilities, Meeting Rooms, Community Rooms, Café & Place of Public Worship section. Please note that the amenities provided in the Café area are proposed to be complementary for staff and volunteers but stand alone for visitors to the café.
Assistance available to customers or patrons for their safety and enjoyment while on the premises	Please see Hours of Operation for details on proposed activities and Staffing Levels for information on assistance. Further the Community Facilities, Meeting Rooms, Community Rooms, Café & Place of Public Worship section provides the details of the facilities on the site.

Security

The Salvation Army endeavor to adopt security measures within the premises to provide safety to all staff, volunteers and patrons including but not limited to:

- Lighting – Ensure visibility in the early morning and late at night for all patrons visiting the space or participants of the accommodation
- Security Magnetic Lock – After staffed hours, all entries will have a time lock to ensure safety
- CCTV – Captures and records video of the site and immediate surrounds to ensure if any issues occur, they are monitored, reviewed and appropriate action can be undertaken
- Security Staff – Will be considered for events if necessary (not generally necessary). Security patrols will be organised as necessary to ensure out of hours safety.

The building in its design will consider security and passive surveillance to provide a substantial upgrade to the existing circumstances. Additionally, the integration of various services and inclusion of activity on the site in it's nature will ensure surveillance of the property.

Safety and security are key considerations of The Salvation Army and how we serve the community. It will therefore be reviewed on an ongoing basis.

Complaint recording and handling process

Community complaints and general enquiries may be received through a number of routes. The contact details for the public to make general enquiries or lodge complaints about operations at The Salvation Army, other than those made directly to staff or volunteers will be provided on the building (however the best contact details will be confirmed in the future signage documentation). The various current details to contact us are:

Office Hours (0900 - 1700 Monday to Friday)

- Telephone: 13 SALVOS (13 72 58)
- Postal: 265 Chalmers Street, Redfern 2016
- Email: www.salvationarmy.org.au/contact-us/complaints

All queries will be forwarded through to the responsible person on the property from The Salvation Army. Early resolution of any complaints will be sought, a response provided, and effort made to resolve the complaint with the complainant.

The Salvation Army will endeavor to capture and record all complaints and enquiries in a Complaints Register. The information captured in this register will include:

- date and time of the contact or complaint;
- means by which the contact or complaint was made (telephone, mail or email);
- any personal details of the individual who provided the information or complaint, or if no details were provided, a note to that effect;

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- the nature of the comment or complaint;
 - record of operational and other relevant conditions contributing to the comment or complaint;
 - action(s) taken by The Salvation Army in relation to the comment or complaint; including any follow-up contact with the individual who provided the information or complaint;
 - if no action was taken by The Salvation Army in relation to the comment or complaint, the reason(s) why no action was taken.

The administrator will be responsible for logging all complaints in the Complaints Register. Once a complaint is lodged in the Complaints Register, the relevant staff member will attempt to contact and provide an initial verbal response to the complainant (immediately if the matter is urgent or otherwise within 24 hours of the complaint) and will investigate or action the complaint if necessary.

Once the complaint or enquiry has been addressed the item will be then be closed. Any actions arising that cannot be managed immediately or within a maximum of 5 working days will become an outstanding action in the register until it is closed off.

The following response times are proposed as a target:

- Phone calls during standard office hours: After initial contact, respond verbally within 24 hours or within 2 hours maximum for emergencies.
- Phone calls outside of standard office hours: Verbal response during the next business day, or within 2 hours maximum of personal contact for emergencies.
- Written communication; email or letter: Respond in writing within 5 working days. Any complaints requiring a formal investigation will be attempted to be resolved within 5 working days.
- The Salvation Army administrative staff will be responsible to ensure that the Complaints Register is kept up to date.

Review Process

The Salvation Army endeavors to review the POM after the first 12 months of operations to ensure that it adequately addresses the identified issues. Follow up reviews shall take place every five years after that, or when an update of the POM is required.

The review will be initiated by The Salvation Army and will consider as a minimum:

- Changes in standards and legislation.
- Changes in organisational structure and responsibilities.
- Congregation comments.
- Adjoining resident comments.
- Any input or response from Council

This POM will also be updated prior to occupancy of the building to ensure it appropriately reflect the proposed operations and relevant requirements at the time.