

# OPERATIONAL MANAGEMENT PLAN – CHILDCARE CENTRE

461 Chapel Street, Bankstown



Sustainable Development Group Ltd

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## 1 OVERVIEW

### 1.1 Introduction

This Operational Management Plan (Childcare Centre) is submitted to the Department of Planning, Housing and Infrastructure (DPHI) on behalf of the Anglican Church Property Trust Diocese of Sydney under Sydney Anglican Property (SAP) in support of a State Significant Development Application (SSDA) (SSD-79709963) for a mixed-use development, comprising social and affordable housing at 459-461 Chapel Road, Bankstown (the site).

### 1.2 Project Background

SAP was formed on 1 January 2024 to provide a unified, co-ordinated approach to all diocesan property matters. A key objective of SAP is to put the Sydney Anglican Diocese's property on mission by delivering high-quality projects that provide much-needed community infrastructure, including upgraded ministry facilities, affordable housing and childcare.

As part of this mission, SAP, in partnership with Anglicare, is working with the Government to deliver a 23 storey 100% social and affordable housing development on its landholdings in the Bankstown City Centre. The affordable housing will be accompanied by community and renewed ministry facilities, childcare and retail and commercial uses within the podium.

### 1.3 The Site

The site is located at 459-461 Chapel Road, Bankstown within the Canterbury-Bankstown Local Government Area (LGA). It is located 500m of the Bankstown Station and City Centre and as such, is located within the Bankstown TOD Accelerated Precinct.

The site comprises three allotments, which are all owned by the Anglican Church Property Trust Diocese of Sydney and are legally described as Lots 26A, 27A and 28A in DP7058. Combined, the site has an approximate area of 2,179m<sup>2</sup>. It is located on a corner and has a street frontage of 52m to French Avenue to the north and 43m to Chapel Road to the west. Figure 1 below provides an aerial map of the site.

The site currently comprises an existing 350 capacity church building, known as Saint Paul's Anglican Church, as well as an associated ministry building and an additional building containing a range of community uses.



Figure 1 Site Aerial

#### 1.4 The Proposed Development

This SSDA seeks approval for a new mixed-use affordable housing development. Specifically, the proposed development will comprise the following scope of works:

- Site preparation and excavation works, including demolition of all structures on the site.
- Construction of a new mixed-use 23 storey building, comprising the following:
  - Ground level retail and Level 1 commercial floor space located on the corner of Chapel Road and French Avenue.
  - 2 storey dual use community facility and place of public worship.
  - A childcare centre with outdoor open space, which will be shared with the community facility and place of public worship after hours and on weekends.
  - Approximately 186 dwellings from Level 2 and above, which will be used for the purpose of affordable housing, with the exception of one four-bedroom dwelling located on Level 2, which will be allocated to the church and therefore, is proposed to be ancillary to the place of public worship.
- One storey basement, comprising approximately carparking spaces, plant and loading facilities, which will be accessed via French Avenue. An at-grade shared carpark will be provided along the eastern boundary.
- Associated landscaping and public domain works.
- Extension and augmentation of physical infrastructure and utilities as required.

For a detailed project description, refer to the Environmental Impact Statement prepared by Beam Planning and the Architectural Drawings prepared by Plus.

This OMP demonstrates a commitment by St Paul's Anglican Church (the church) to engage with a Childcare Provider who will put into place necessary management procedures for the Childcare Centre including appropriate security of the premises, the receipt and reporting of complaints and an ongoing review mechanism.



- Education and Care Services National Law Act 2010
- Education and Care Services National Regulations 2011
- Guide to the National Quality Standard 2011
- National Early Years Learning Framework 2022

Including any updates to the above legislation, or new applicable legislation introduced.

The seven quality areas of the National Quality Standard of the Education and Care Services National Law which the Childcare Centre will need to confirm to include: Education program and practice; Children's health and safety; Physical environment; Staffing arrangements; Relationships with children; Collaborative partnerships with families and communities; Governance and leadership.

### 1.6 Review

This Plan of Management is to be reviewed by the Childcare provider at a minimum on an annual basis and within 30 days following the anniversary of the first Occupation Certificate.

If amendments are required, the manager/operator of the Childcare Centre shall notify Council of such amendments and a copy of any revised OMP will be forwarded to the Council for its approval as soon as practicable after the date of the review.

## 2 Background and Objectives

This Operational Management Plan (OMP) has been prepared to provide in principle policies, performance criteria and procedures to minimise the physical, social and environmental impact of activities and operations of the Childcare Centre at 459-461 Chapel Street, Bankstown.

The objectives of the OMP are to:

- Identify all appropriate environmental safeguards and demonstrate how they will be implemented on-site;
- Manage site activities effectively;
- Enable adverse impact 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 OMP is periodically reviewed to ensure its ongoing effectiveness. This is covered in the Review Process Section above.

### 3 Operational Details

A brief description of surrounding land uses	<p>Northern Boundary (across French Ave) – Commercial/Residential</p> <p>Eastern Boundary – Commercial</p> <p>Southern Boundary – Commercial</p> <p>Western Boundary (across Chapel St) – Commercial</p>
Type of activities conducted within the Childcare centre area	<p>The Childcare provider will conduct the following activities within its premises:</p> <p>Reception – located within the level 1 entrance foyer immediately adjacent to the entrance door to the centre and with access to the centre corridor. This is where sign-in/sign-out will be located.</p> <p>Staff / meeting room – room for staff to take breaks, or staff or other meetings.</p> <p>Manager’s room – office for the centre manager</p> <p>3x Childcare rooms, catering for a total of 50 children. Each with direct access to children’s toilets, storage cupboard, and to a secure external play area.</p> <p>Kitchen – for the preparation of meals for the children.</p> <p>Toilets – children’s toilets accessed directly off each childcare room and also directly accessible from the secure external play area. Staff toilets are accessed from the corridor.</p> <p>Outdoor secure play area – accessed directly from the childcare rooms, including a shaded portion.</p>
Other uses on the site	<p>Place of Public Worship / Community Facilities – under separate management. Includes sharing of one preschool room when it is not being used by the Childcare Centre on the weekend along with the outdoor play area.</p> <p>GF/L1 Retail / Commercial Tenancies – under separate management</p> <p>L2-L22 Social and Affordable Housing – under management by Anglicare.</p>
Identification and location of such activities that have the potential to adversely impact the amenity of surrounding land uses	<p>The building provides car parking for parents/carers to drop-off and pick-up. As such, pick-up and drop-off times will not result in utilisation of parking in the surrounding streets. Please refer to the Traffic Impact Assessment for more details.</p>

	<p>The Childcare Centre is located on the first floor of the building and as such does not overlook or overshadow any adjacent properties.</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>The Childcare Centre will largely follow the same daily and weekly schedule which will be unlikely to vary across the year. Apart from being closed on weekends and public holidays, there will likely be a closure period over the week of the Christmas break.</p> <p>See hours of operation for further information.</p>

## 4 Hours of Operation

The Childcare Centre will operate between the hours of 7:00am – 6:00pm Monday to Friday. The centre will be closed on Public Holidays and a period over the Christmas break.

Staff will be arriving and leaving outside of the hours of operation in order to set up and shutdown the centre each day.

Drop-off and pick-up of children by parents/carers will typically be staggered from 7:00am and up to 6:00pm.

## 5 Staffing and Capacity

### 5.1 Capacity

The Childcare Centre has been designed to accommodate up to 50 children, aged from 0 to 6 years old, across the three group rooms.

### 5.2 Staff types / numbers

Staff numbers, type and qualification will be established in relation to required ratios to the number of children at the centre in accordance with the Education and Care Service National Regulations 2011 and any updates.

The centre will be managed by a centre manager, or director, and the kitchen will be managed by a cook who has completed a recognised food handling course in accordance with the regulations.

### 5.3 Guidelines for Staff

All staff working at the site will need to complete a specific site induction course prior to commencing any work or activity at the premises. The site-specific induction course will include but not be limited to:

1. Control procedures for day-to-day activities that can be followed to minimise environmental impacts (as outlined in this OMP).
2. Site layout.
3. Safety procedures.
  - a. Staff will be required to enter and exit the premises quietly and safely.
  - b. Staff are requested to report any security or safety issues when they become aware of them. 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. Firefighting. – 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.

## 6 Deliveries and loading/unloading

Deliveries loading and unloading to and from the Childcare Centre will make use of the ground floor loading area accessed from French Avenue. This will provide direct level access to ground floor foyer, and to the Level 1 Childcare Centre area via the lift located in the foyer.

Details of all deliveries, frequency and type of vehicles associated with deliveries and loading or unloading are provided in the *Transport Impact Assessment*.

Waste will be taken down to the commercial/retail waste room in the ground floor loading area by staff at the end of each day. Staff will use the lift from the level 1 foyer to ground floor foyer and walk through the foyer to the loading area. Further details of waste collection are provided below in Section 10 *Waste Management* and in the *Operational Waste Management Report*.

Any updates to guidelines for staff and service providers on how to mitigate any adverse impacts will be included in any updates to the OMP.

All service providers must be made aware of the OMP.

## 7 Access to the Centre and Parking Management

### 7.1 Objectives

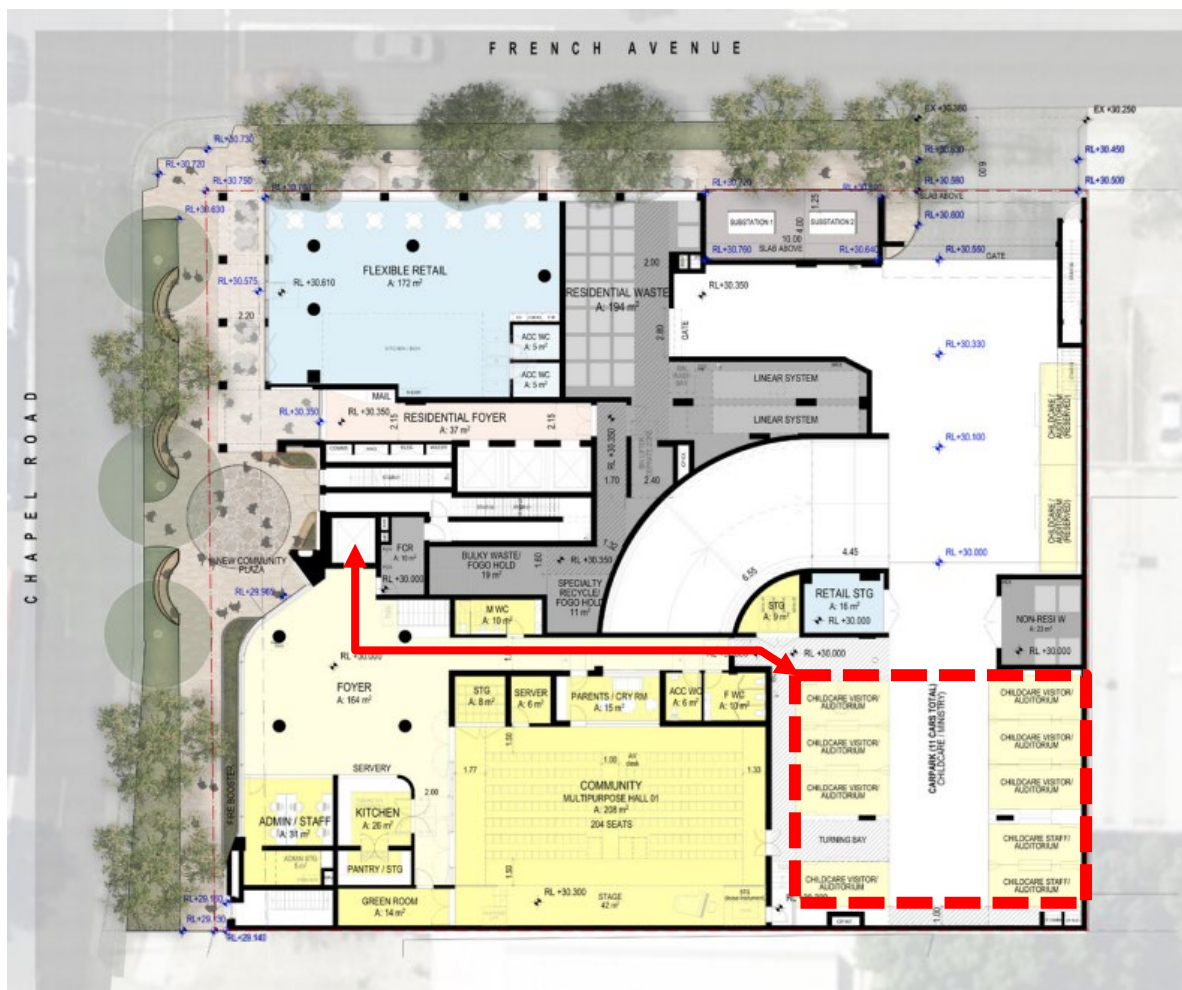
Ensuring that the Childcare Centre can be safely and conveniently be accessed by children, their parents/carers, and staff.

Ensuring that on-site parking is appropriately managed and to mitigate adverse impacts on the amenity of residents for attendees parking on the street.

### 7.2 Parking Provision

The building will provide 13 car parking spaces within the secure parking area of the building for the use of the Childcare Centre by Parents/Carers during the opening hours of the centre for the sole purpose of drop-off and pick-up.

Please note that these parking spaces will be used on the weekends for visitors to the Place of Public Worship, outside of the operation hours of the Childcare Centre.



Ground Floor Plan showing location of drop-off/pick-up parking in the red dotted location

### 7.3 Control Measures

The following measures will be implemented:

- Staff and parents/carers will be briefed in how to access the centre.
- Staff and parents/carers will be issued with access pass/fob/code to maintain secure access to the parking area, and from either the parking area or street to the ground floor foyer.
- Secure covered bike racks within the parking area will be provided to encourage people to ride to the Childcare Centre.
- Users of the Childcare Centre are instructed to park properly and not block any part of neighbouring driveways, and no dropping off/picking up passengers in the middle of the street is to occur.

### 7.4 Monitoring Responsibility

The effectiveness of the control measures implemented for traffic management shall be monitored by the Childcare Centre staff.

### 7.5 Reporting Responsibility

Parking incidents and complaints will be registered on the Complaints Register.

## 8 Noise Management

### 8.1 Indoor Play Area

It is anticipated that the building will be mechanically ventilated, and windows/doors will be closed during indoor learning periods and other activities. It is also anticipated that the building and glazing systems will be of standard construction, e.g.:

- External walls – brick or metal cladding with plasterboard lining and cavity insulation ( $R_w > 45$ ).
- Glazing – 6 mm float glass with weather seals to openable sections ( $R_w > 30$ ).

As windows would be closed, it is assumed that internal noise levels would not contribute to the external noise levels at the nearest receivers. Please refer to the *Noise and Vibration Impact Assessment* for more detailed information.

## 8.2 Noise Emission – Sleep Disturbance

As the typical operating hours for a childcare centre is between 7am – 6pm, this falls outside the period assessable for sleep disturbance. Therefore, this is not further assessed. Please refer to the *Noise and Vibration Impact Assessment* for more detailed information.

## 8.3 Outdoor Play Area

The AAAC Guideline stipulates that noise emissions from outdoor play areas are associated with noise from children. Various factors influence the overall perceived noise level including:

- Number of children vocal at any one time (assumed to be one in 2).
- Activity that the children are engaged in.
- Type of voice (shout to whisper).
- Age of the children.
- Directionality of voice.
- Distance between the children and the receiver point for outdoor and indoor areas.
- Height of the child (i.e. whether standing or seated) for outdoor areas.
- Reverberation ('echo') in the room for indoor or semi-enclosed areas.

Specifically, the age of children greatly influences the overall noise emissions, and this has been categorised for groups of 10 children by age range summarised in the table below.

Age of Children (years)	Sound Power Levels dB at Octave Band Centre Frequencies (Hz)								dBA
	63	125	250	500	1k	2k	4k	8k	
0 to 2	54	60	55	72	74	71	67	64	78
2 to 3	61	67	73	79	81	78	74	70	85
3 to 5	64	70	75	81	83	80	76	72	67

Note 1: If applicable, an adjustment to the above sound power levels of -6 dB could be applied in each age group for children involved in passive play.

Note 2: For simplicity, based upon a review of World Health Organization (WHO) data, a single recommended source height of 1 metre is suggested as the source heights.

Please refer to the *Noise and Vibration Impact Assessment* for more detailed information.

Recommendations for standard directives:

- Outdoor play area time is limited to 2 hours in the morning and afternoon for a total of 4 hours per day
- Signs should be erected at appropriate, prominent locations, to advise the following:
  - that parents not call out to their children when delivering or collecting their children
  - that gates are not slammed (soft closers)
  - contact details of the facility manager in the event someone needs to complain.

- children who are loudly crying outdoors should be comforted by staff and if the child continues to cry loudly then they should be taken inside.
- no music should be played in any outdoor areas at any time.
- outdoor play may generally be ambulatory (unrestricted). However, activities that could promote shouting by groups of children for sustained periods (races/competitive activities/group sports/group singing) should have an educator assigned to supervise. The educator should be briefed to manage behaviour such that groups of children shouting for sustained periods does not occur. This is recommended to ensure that typical noise generation is consistent with AAAC data for children's activity noise.
- doors should be closed in the event that a musical activity is conducted within an internal area.
- actions taken in the event of a complaint

Please refer to the *Noise and Vibration Impact Assessment* for more detailed information.

## 9 Emergency and Evacuation

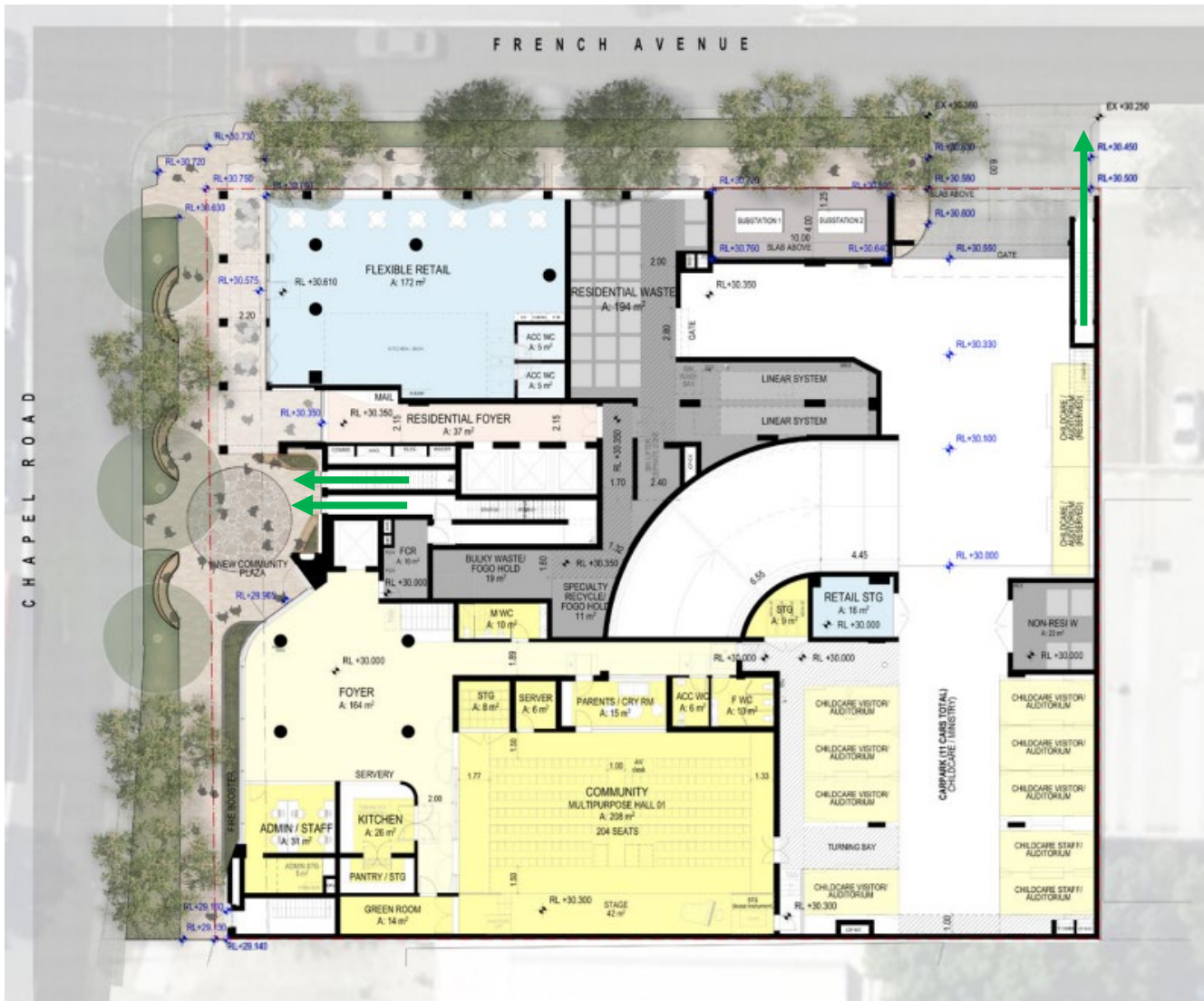
### 9.1 Evacuation

The building will be equipped with an early warning information system (EWIS) which will alert building occupants to the need to evacuate or prepare for evacuation, in conjunction with fire marshals from the childcare centre staff team. In an emergency, the level 1 childcare centre area can be evacuated via the main childcare entrance door and westwards to the internal fire escape stair, or via the emergency exit door in the northern corridor into the internal fire escape stair. Occupants of the external area can egress via an escape stair to the northeast of the terrace. Please see evacuation routes on the ground floor plan below:



Level 1 floor plan showing location of evacuation routes.

At ground floor level, the internal escape stair discharges to the west to Chapel Road. The escape stair from the childcare centre external area discharges to the north to French Avenue. Please see evacuation routes on the ground floor plan below:

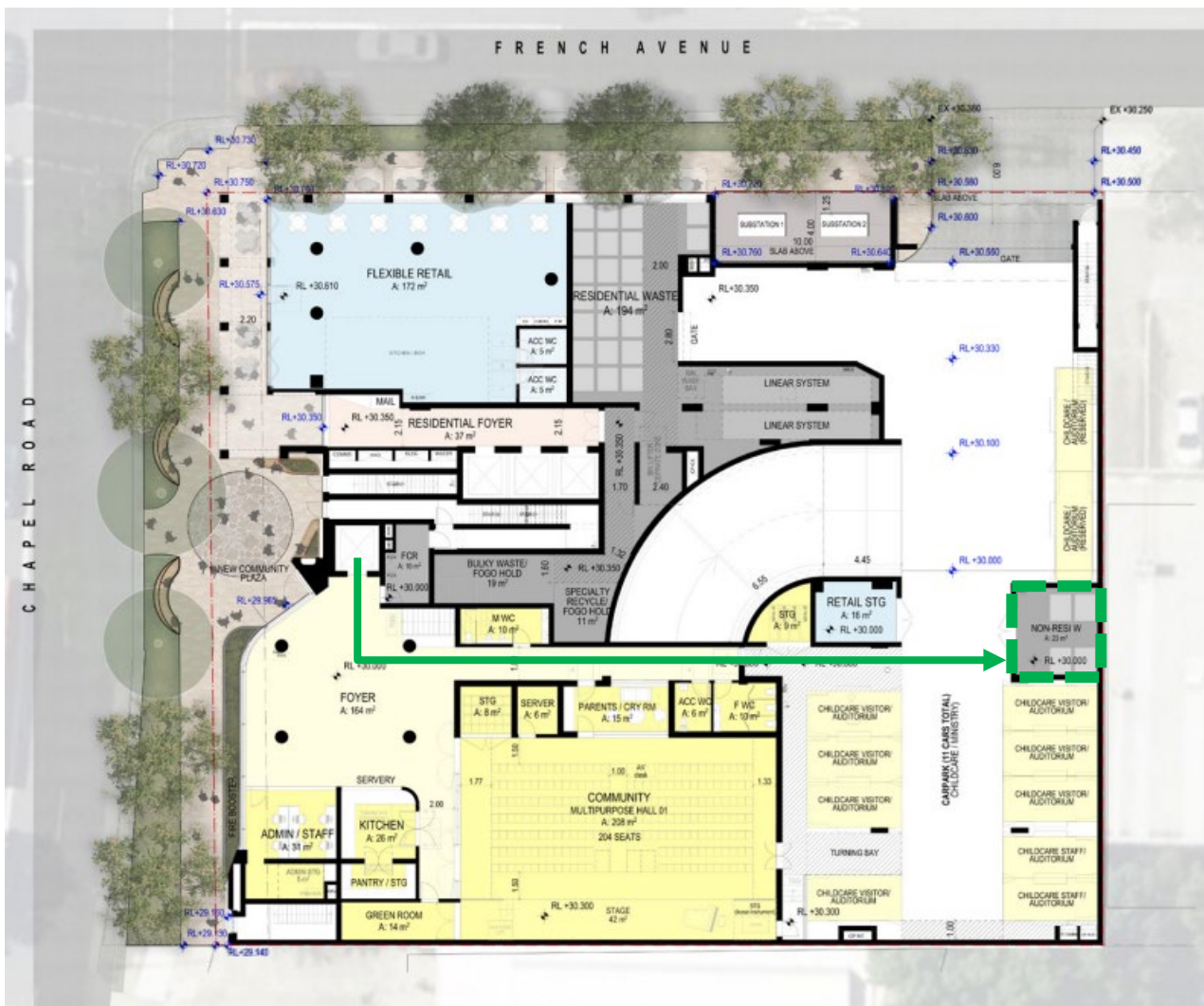


Ground floor plan showing location of evacuation routes discharge points at street level.

## 9.2 Muster Point

From the emergency exits to Chapel Road and French Avenue, occupants who have been evacuated will be directed by fire marshals to a muster point on the north side of French Avenue.

At the end of each day, staff will take waste down to the commercial/retail waste room in the ground floor loading area. Staff will use the lift from the level 1 foyer to ground floor foyer and walk through the foyer to the loading area.



*Ground Floor Plan showing location of shared non-residential waste room in the green dotted location*

The table below shows the estimated calculation of waste generated by the Childcare Centre:

Tenancy	Number of children	General Waste Generation Rate (L/child/day)	Generated General Waste (L/week)	Recycling Generation Rate (L/child/day)	Generated Recycling (L/week)
Childcare Centre	50	5	1250	5	1250
Bins & Collections		General Waste Bin Size (L)	1100	Recycling Bin Size (L)	1100
		General Waste Bins per Day	0.23	Recycling Bins per Day	0.23

The Childcare Centre will share the ground floor level non-residential waste room and 1100L bins located there with other commercial tenancies in the building. All tenancies will be responsible for their own general waste and recycling disposal procedures within their own vicinity. On completion of each trading day or as required, nominated staff or contracted cleaners will transport all general waste and recycling to the commercial/retail bin room and place into the appropriate collection bins. A private waste contractor will be engaged to service the retail general waste and recycling bins as per an agreed collection schedule. This report assumes that general and recycling is collected twice per week.

On the day of service, a private waste collection vehicle will enter the site from French Avenue and park in the loading bay. The building caretaker will provide the driver with access to the commercial/retail bin room. Once the bins are serviced, the collection vehicle will exit the site onto French Avenue in a forward direction.

Please note: The collection of commercial/retail bins should occur on separate days from the collection of residential bins to ensure proper segregation of waste streams.

Further details of waste collection are provided in the *Operational Waste Management Plan*.

## 11 Security

The Childcare Centre endeavours to adopt security measures within the premises to provide safety to all staff, children and parents/carers including but not limited to:

- Lighting – Ensure visibility in the early morning and late at night for all arriving at or leaving the Childcare Centre.
- CCTV – Captures and records video of the specific areas of the site and immediate surrounds to ensure if any issues occur, they are monitored, reviewed and appropriate action can be undertaken.

- Secure entry – A single point of secure entry will be provided on level 1 at the entry to the centre. An access pass/fob/code will be required to access the entry door. Sign-in/sign-out will be required for all at this location. A reception desk is located adjacent to the entry door to field any access issues.
- Children will not be released by Childcare Centre Staff, except to people registered with the centre as parents or carers and providing photographic ID.

Safety and security are key considerations of the Childcare Centre and how it serves its community. It will therefore be reviewed on an ongoing basis.

## 12 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 Childcare Centre, other than those made directly to staff will be provided on the building and website (however the best contact details will be confirmed in the future signage documentation). The various current details to contact the Childcare Centre will be:

Childcare Centre Open Hours (0700 - 1800 Monday to Friday)

- Telephone/Website/Email: To be established by the Childcare operator.
- Postal: 459-461 Chapel Road, Bankstown, NSW 2200

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

The Childcare Centre will endeavour 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;
- 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 church 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 Childcare Centre 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 administrative staff will be responsible to ensure that the Complaints Register is kept up to date.

## 13 Review Process

The Childcare Centre endeavours to review the OMP 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 OMP is required.

The review will be initiated by the Childcare Centre and will consider:

- Changes in standards and legislation.
- Changes in organisational structure and responsibilities.
- Parent/Carer and Staff comments.
- Adjoining resident and church comments.
- Any input or response from Council

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



Sustainable Development Group Ltd.



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