

OPERATIONAL MANAGEMENT PLAN – COMMUNITY FACILITIES AND PLACE OF PUBLIC WORSHIP

461 Chapel Street, Bankstown



Sustainable Development Group Ltd

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1 OVERVIEW

1.1 Introduction

This Operational Management Plan (Community Facilities and Place of Public Worship) 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 community facilities, 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 2,179m². 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

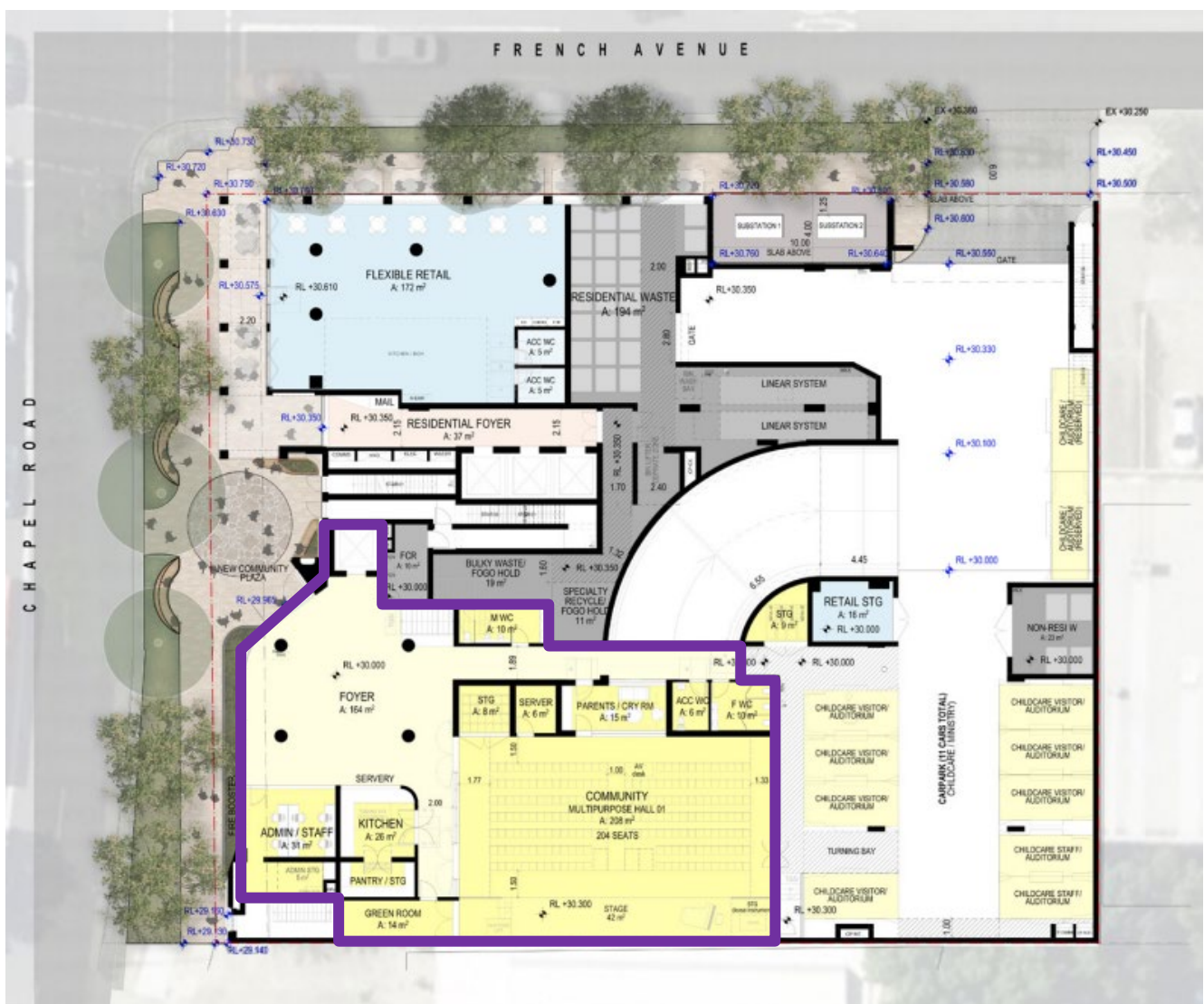
This SSDA seeks approval for a new mixed-use affordable housing development. Specifically, the proposed development will comprise the following scope of works:

- 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.

1.5 Introduction to the Operational Management Plan (Community Facilities and Place of Public Worship)

This OMP demonstrates a commitment by St Paul's Anglican Church (the church) to put into place necessary management procedures for the Community Facilities and Place of Public Worship including appropriate security of the premises, the receipt and reporting of complaints and an ongoing review mechanism.



Ground Floor Plan showing the location of Community Facilities and Church within the purple line.



Level 1 Floor Plan showing the location of Community Facilities and Church within the purple line.

1.6 Review

This Plan of Management is to be reviewed 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 development 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 (OPM) provides detailed policies, performance criteria and procedures to minimise the physical, social and environmental impact of activities and operations at 459-461 Chapel Street, Bankstown.

The objectives of the OPM 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 OPM 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	Northern Boundary (across French Ave) – Commercial/Residential Eastern Boundary – Commercial Southern Boundary – Commercial Western Boundary (across Chapel St) – Commercial
Type of activities conducted for Community Facilities use	The following activities are anticipated to be undertaken by community groups within the area: Ground Floor Community Hall – use during the week for indoor sporting events for local groups (for children, youth and adults), use for meetings of local groups, birthday parties and other various community activities. Level 1 Community Hall - use during the week for local groups (for children, youth and adults), use for meetings of local groups, birthday parties and other various community activities, including performances. Kitchens – Re-heat style kitchen serving refreshments, for community uses of the adjacent spaces. Multipurpose Meeting Room – Various small group community activities;
Type of activities conducted for Church use	The church endeavours to conduct the following activities within its premises:

	Community hall spaces – Place of Public Worship including Sunday church services. Kitchens – Re-heat style kitchen serving morning tea and refreshments, on a Sunday and accommodating church and community uses at other times. Multipurpose Meeting Room / Ministry Sunday School Room – Various activities including: education, bible studies, kids’ activities, and other community services; Parents / Cry Rooms / Creches – Small room for parents to sit with infants;
Other uses on the site	GF/L1 Retail / Commercial Tenancies – under separate management L1 Childcare Centre – under separate management. Includes Sharing of one preschool room with the church for church use on the weekend. L2-L22 Social and Affordable Housing – under management by Anglicare.
Identification and location of such activities that have the potential to adversely impact the amenity of surrounding land uses	The new building provides a similar quantum of parking for church use as the existing church. Please refer to the Traffic Impact Assessment for more details. The community halls do not have residential accommodation directly above and will be acoustically treated. Please refer to the Acoustic Report for more details. The community facility and church spaces are located on the ground and first floor of the building and as such do not overlook or overshadow any adjacent properties. See hours of operation for further information.
Any variation to the above activities at different times of the day or week, or in different seasons	Certain times of the year are busier for the Place of Public Worship, with larger than normal congregation sizes expected, specifically Christmas and Easter. Special arrangements will be made during these times to manage the larger congregation. See hours of operation for further information.

4 Hours of Operation

The Community Facilities and Church spaces will operate between the hours of 8am and 10pm, 7 days a week. The below table identifies indicative community activities which take place during the week.:

Day	Use / Activities	Time	Approximate number of people
Monday	Martial Arts group	0500pm – 0800pm	100
Tuesday	Playgroup	1000am – 1100am	50
Wednesday	Mandarin Exercise group	1000am – 1200pm	80
	Martial Arts group	0500pm – 0800pm	100
Thursday	Alcoholics Anonymous group	0600pm – 0800pm	20
Friday	Playgroup	1000am – 1100am	50
	Youth Club	0700pm – 0900pm	50
Other	Children's holiday club program 10 days per annum Council, State, and Federal polling station	Not specified.	Not specified.

Additional indoor sporting events can be arranged in the ground floor community hall.

The below table identifies church activities which take place on weekends:

Day	Use / Activities	Time	Approximate number of people
Sunday	Sunday Church Services	0800am – 930am	130
		1000am – 1130am	130
		0200pm – 0230pm	130
Saturday	Ethiopian Worship Service	0700pm – 0900pm	20
Other	Easter and Christmas Services* Weddings^ and Funerals (occurrence: by request).	Not specified.	130

* Easter and Christmas Services: Of these services, only one (1) late night church worship service is anticipated to be held during each of the Easter and Christmas periods.

^ Weddings: Wedding ceremonies are anticipated to be up to 20 additional services per annum. Typically, wedding ceremonies are held on weekends during the day between 9:00am-6:00pm. Aside from the wedding ceremony, a practice for the ceremony is held one evening in the week beforehand from approximately 6:00-9:00pm and this only involves the wedding party.

Activities and groups which use the community facilities will be subject to change from time to time and across the school terms and seasons.

5 Staffing

5.1 Staff types / numbers

Management of bookings and access for the Community Facilities:

- By Church staff team

Full time positions

- Senior Minister.

Part time positions

- 2 part time ministers and 3 student ministers.

Volunteers

- Volunteer support of all activities as required.

5.2 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 volunteers will also be informed of the requirements when undertaking activities on the property. The site-specific induction course will include but not be 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 OMP). For church gatherings on Sunday, there is adequate meeting space within the premises that will allow for contained movement.
2. Site layout.
3. Safety procedures
 - a. Staff will be required to enter and exit the premises quietly and safely.
 - b. Staff and volunteers 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

Loading and unloading to and from the community facilities and church will make use of the ground floor loading area accessed from French Avenue. This will provide direct level access to the area via the ground floor foyer, and to the Level 1 area via the lift located in the foyer. Furthermore, there is direct access to the ground floor community hall from the loading area.

Details of all deliveries, frequency and type of vehicles associated with deliveries and loading or unloading are provided in the *Traffic and Parking Impact Assessment*. Further details of waste collection are provided 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 Customer and Patrons

Visitors orderly entry and exit to and from the premises	The staff team will train staff and Volunteers how to manage vehicular and people movement onsite.
Location of the premises where visitors will mainly concentrate	The halls, foyer and multipurpose rooms within the development will be the main concentration of people. Please refer to architectural floor plans.
Location of internal amenities exclusive to visitors	The amenities can be accessed directly from the foyer space, adjacent to each hall on both the ground floor and level 1.
Assistance available to visitors 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.

8 Parking Management

8.1 Objectives

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

8.2 Provisions

The site provides nil (0) car parking spaces for visitors with all on-site spaces dedicated to the staff associated with the operation of the community facilities and place of public worship.

The place of public worship is not expected to demand a significant increase in staff, with one (1) additional staff expected per session under the future case.

The building has 13 ministry car parking spaces. The ground floor spaces are proposed to be shared with the child care centre. The child care centre and place of public worship operation hours do not coincide at all and therefore the shared-use of the car parking spaces can be easily managed. It is recommended that each of the child care centre / ministry car parking spaces on the ground floor be appropriately signposted/linemarked as “Child Care Centre Car Parking (7:00AM – 6:30PM, Monday to Friday), Ministry Car Parking at All Other Times”.

The Bankstown City Centre is undergoing significant policy changes aimed at reducing reliance on private vehicle use. These changes include limiting the provision of private car parking spaces and ensuring strong connectivity across all modes of transport. The proposal to provide nil (0) visitor parking spaces for the place of worship may encourage visitors to utilise alternative transport options, such as public buses and, in the future, the new Bankstown Metro. This approach aligns with current Bankstown car parking provision for office and retail premises, where car parking rates are capped at a ‘maximum’ to discourage excessive on-site parking and promote sustainable transport choices.

For more detailed information please refer to the *Traffic and Parking Impact Assessment*.

8.3 Control Measures

The following measures will be implemented:

- Request that wedding, funeral and other non-Church event organisers make guests aware that parking is limited prior to the event, and encourage people to walk, ride, car-pool or take public transport.
- Bike racks will be provided to encourage people to ride to church.
- Members of the community groups and church attending the Site 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.
- As discussed above, the staff team will train staff and Volunteers in how to manage vehicular and people movement onsite prior and following church services and related events.

8.4 Monitoring Responsibility

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

8.5 Reporting Responsibility

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

9 Noise Management

9.1 Community Halls and Foyer Spaces Operational Noise Controls

The minimum acoustic performance of all glazing elements (operable and fixed) along the western external façade and internally separating the foyer from the multipurpose hall are required to achieve a minimum acoustic performance of Rw 30 (doors Rw 25) which are achieved with 6mm monolithic glass.

It should be noted that the minimum specified performance refers to the system's overall performance including glazing and frame. The system incorporates suitable acoustic seals to ensure the acoustic performance is achieved. For non-glazed elements, a minimum performance of Rw 45 is achieved.

Operational noise controls have been developed for each period to comply at the nearest sensitive receivers surrounding the site. The noise controls are summarised in the table below:

Scenario	Description	Period	Operable External Facades Control	Community Hall Doors Control
1	Up to 300 patrons with background music in each pre-function space	Day 7am-6pm	Open	-
		Evening 6pm-10pm	Open	-
		Night 10pm to 12am	Open	-
2	Amplified DJ music in community multipurpose halls	Day 7am-6pm	Open	Open
		Evening 6pm-10pm	Open	Open
		Night 10pm to 12am	Close either façade or community halls doors	
3	Live band music in community multipurpose halls	Day 7am-6pm	Open	Open
		Evening 6pm-10pm	Close either façade or community halls doors	
		Night 10pm to 12am	Close either façade or community halls doors	

9.2 Community Halls and Foyer Spaces Noise Management

- Signs will be erected at appropriate, prominent locations, to advise the following:
 - Patrons to keep quiet when outdoors
 - Doors are not slammed (soft closers)
 - Contact details of the facility manager in the event someone needs to complain.
- The manning of ensuring that doors of the community centre are kept closed during noisy functions.
- No amplified (only background) music in the pre-function area should be played at any time.

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

10 Emergency and Evacuation

10.1 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 staff team. In an emergency, the ground floor community and church area can be evacuated via the main entrance door to the west to Chapel Road, or via the car park emergency exit door to the east and out through the car park to French Avenue. Please see evacuation routes on the ground floor plan below:



Ground floor plan showing location of evacuation routes. Blue arrows show evacuation from Level 1.

The level 1 community and church area can be evacuated via the main stair down to the ground floor foyer and out of the main entrance door to the west to Chapel Road, or via the internal fire stair and out through a fire corridor and exit door to the west to Chapel Road. Please see evacuation routes on the level 1 floor plan below:



Level 1 floor plan showing location of evacuation routes.

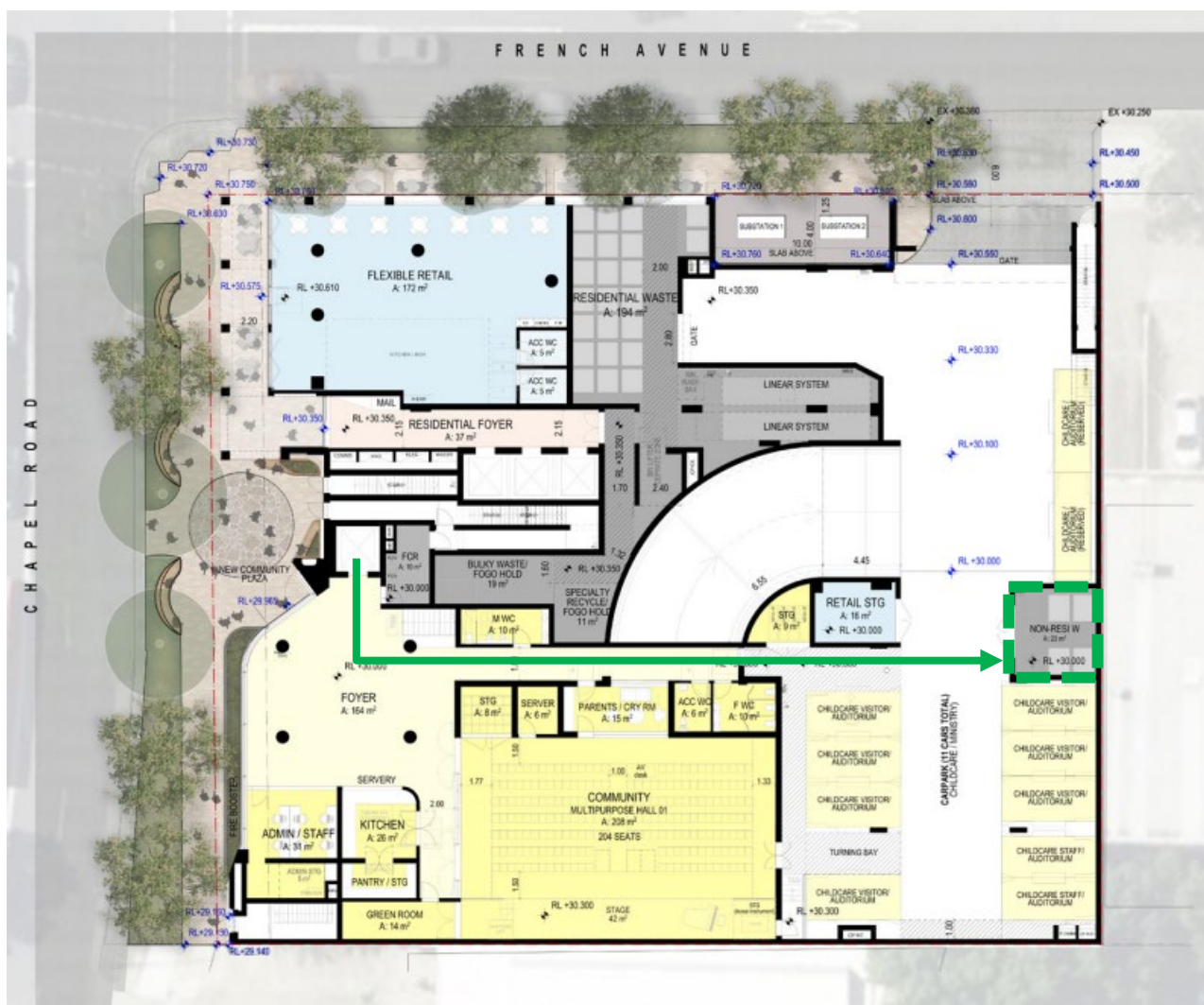
10.2 Muster Point

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.

11 Waste Management

11.1 Objectives

At the end of each day, staff or volunteers 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 Community Facilities and Place of Public Worship:

Area	Floor Area (m2)	General Waste Generation Rate (L/100m2/day)	Generated General Waste (L/week)	Recycling Generation Rate (L/100m2/day)	Generated Recycling (L/week)
Admin + Meeting Room	73	10	51	15	77
Pre Function + Post Function	906	5	317	10	634
Bins & Collections		General Waste Bin Size (L)	1100	Recycling Bin Size (L)	1100
		General Waste Bins per Day	0.04	Recycling Bins per Day	0.08

The Community Facilities and Place of Public Worship 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 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*.

12 Security

The staff team will endeavour 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

- 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.

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 its nature will ensure surveillance of the property.

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

13 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 in the building, other than those made directly to staff or volunteers 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 staff team are:

- Telephone: Senior Minister Peter Ko on 0433 493 488
- Postal: 459-461 Chapel Road, Bankstown, NSW 2200
- Email: pastor@bankstownanglican.com

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 staff team 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 staff team 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 staff team 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.

14 Review Process

The staff team 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 church and will consider:

- Changes in standards and legislation.
- Changes in organisational structure and responsibilities.
- Visitor comments.
- Adjoining resident 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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