



CREATIVE**PLANNING**SOLUTIONS

Plan of Management

Centre-Based Childcare Centre Facility

2 Collinson Street, Tenambit

Lots 151, 152 & 153 in Deposited Plan 561830

Prepared for: Harrington Lawyers

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1.0 Introduction

1.1 Purpose of Plan of Management

This Plan of Management has been prepared to accompany documentation submitted to Maitland City Council ('Council') as part of a development application which seeks consent for a child care centre at 2 Collinson Street, Tenambit ('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 7:00am to 6:00pm 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 7:00am to 9:30am, and staggered departure times spanning from 4:00pm to 6:00pm.

2.3 Capacity

Based upon the spatial arrangement shown within the development application, the child care centre accommodates a total of 132 children, and based upon the age distribution of the children accommodated, 22 educator staff are required on site. The table shows the number of children and educators accommodated within the centre.

Children and Staff Numbers Composition				
Room	Age Group	Number of Children	Ratio of Staff to Child	Proposed Staff
Room 0-2	0-2 years old	28	1:4	7
Room 2-3	2-3 years old	31	1:5	7
Room 3-4	3-4 years old	35	1:10	4
Room 4-5	4-5 years old	38	1:10	4
		Total Children = 132		Required Educators = 22

In addition to the required educator staff outlined above, additional part-time staff will be employed at the facility, including relief/float staff to maintain educator ratios during breaks and undertake other staff responsibilities as required. The float staff will be employed to frequent the site between 9.30am and 4pm each day.

Further additional staff, such as management staff and administration staff will also be employed as required. These staff will generally be employed within the middle of the day, between peak drop off and pick up hours. The kitchen staff will also similarly be employed during the middle hours of the day, as required, and will be responsible for the preparation of meals and associated cleaning duties.

The full number of educators will not be required to maintain child to educator ratios in the early and late hours of the facility's opening hours, as children will arrive and depart at staggered times, with full capacity only expected during the middle hours of the day. Days where children are sick and do not attend the facility may also result in excess full-time staff in comparison to the required ratios, given most playrooms do not reach the capacity of the number of children allowed per the number of educators allocated to the room. As such, the full-time staff members will be able to manage additional responsibilities, including administration duties, as required when the part-time staff are not on the premises.

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. There is a designated space within the nursery and toddler rooms which allow for the preparation of bottles for children.

Sleep and nap routines are particularly flexible, especially for infants, in response to their particular physiological needs. Children who do not need to sleep during scheduled sleep times will carry out quiet activities. The children's bathrooms within the nursery and toddler rooms also contain nappy change tables and associated facilities to allow staff to change children's nappies as required.

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 old)

The nursery indoor playroom (Room 0-2) is located on the eastern side of the lower ground floor and can accommodate 28 children. This room also contains the cot room with fourteen (14) cots. The outdoor play space is located directly adjacent to the indoor playroom. Likely programming is detailed below.

Time Period	Activity
7:00am – 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 – 5:15pm	Varied outdoor activities as children gradually depart the centre
5:15pm – 6:00pm	Varied indoor activities as children gradually depart the centre

3.1.2 Toddlers (2-3 years old)

The toddler indoor playroom (Room 2-3) is located on the western side of the lower ground floor and can accommodate 31 children. The outdoor play space is located directly adjacent to the indoor playroom. Likely programming is detailed below.

Time Period	Activity
7:00am – 8:30am	Indoor family grouping as children gradually arrive to the centre
8:30am – 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 – 6:00pm	Varied indoor activities as children gradually depart the centre

3.1.3 Pre-School 1 (3-4 years old)

The pre-school indoor playroom for 3-4 year olds (Room 3-4) is located on the eastern side of the ground floor and can accommodate 35 children. A covered outdoor balcony is located adjacent to the indoor playroom for additional play activities. The main outdoor play space is located on the lower ground floor and is accessible from the ground floor via a staircase and a lift. Children will be assisted by educators when travelling between levels of the facility. Likely programming is detailed below.

Time Period	Activity
7:00am – 8:30am	Indoor/outdoor family grouping as children gradually arrive to the centre
8:30am – 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 afternoon tea

4:30pm – 5:15pm	Varied outdoor activities as children gradually depart the centre
5:15pm – 6:00pm	Varied indoor activities as children gradually depart the centre

3.1.4 Pre-School 2 (4-5 years old)

The pre-school indoor playroom for 4-5 year olds (Room 4-5) is located on the western side of the ground floor and can accommodate 38 children. A covered outdoor balcony is located adjacent to the indoor playroom for additional play activities. The main outdoor play space is located on the lower ground floor and is accessible from the ground floor via a staircase and a lift. Children will be assisted by educators when travelling between levels of the facility. Likely programming is detailed below.

Time Period	Activity
7:00am – 8:30am	Indoor/outdoor family grouping as children gradually arrive to the centre
8:30am – 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 afternoon tea
4:30pm – 5:15pm	Varied outdoor activities as children gradually depart the centre
5:15pm – 6:00pm	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 and Access

Dedicated pedestrian access to the building is provided at its southwestern corner, with a primary footpath leading to this entrance along the eastern boundary of the site from Collinson Street. Footpaths to the building entrance are also provided from the carpark. All parents, guardians and visitors are required to use the main building entrance and reception area to access the building.

The footpath from David Avenue is to be used by staff using the lower northern parking spaces and staff transporting bins to the David Avenue kerb for waste collection, whilst also being designated as an emergency egress route and not for general site access by parents, guardians or visitors. This access point will be secured by a locked gate, with the pin-code only known by staff members at the facility to ensure that no parents, guardians or other visitors can enter at this point.

The carpark extends along the western side of the site. All vehicles will enter the site from the primary frontage of Collinson Street and exit the site at the secondary frontage of David Avenue. This allows for traffic to flow in one direction, minimising risk of conflict in the carpark. Parents and guardians will be advised of this arrangement upon enrolment and staff will be informed during their onboarding training.

All drivers accessing the site are to utilise the carpark for the parking of vehicles and should avoid parking on surrounding streets. A total of thirty-three (33) car parking spaces have been provided within the on-site carpark. Twenty-two (22) educators are required to maintain educator-to-child ratios within the child care centre, and eighteen (18) dedicated staff parking spaces are provided within the site.

All parents/guardians associated with the child care centre must utilise the fourteen (14) visitor parking spaces, and must not park in child care staff parking spaces. One (1) of these spaces will be designated as an accessible parking space, being the closest car parking space to the building entrance.

One (1) space with wider dimensions will be marked as a delivery parking bay. The space will be used for this purpose outside of peak drop-off and pick-up times only, allowing visitors to also use the space during the peak drop-off and pick-up periods.

Part-time staff members, additional to the required 22 full-time educator staff, will typically work within the middle hours of the day outside of peak drop off and pick up times. As such, these staff members will be able to use the visitor parking spaces during this time and will not require designated 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 10:00am and 3:00pm, to avoid conflicts with peak movements in the car park. The delivery vehicles are to use the wider delivery parking bay.

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, visitors, delivery vehicles or as an accessible space. Signage will also clearly demonstrate that the Collinson Street driveway is only to be used for entering the site and that the David Avenue driveway is for egress only.

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 5:30pm.
- Glazing that is within the indoor play areas and oriented towards side boundaries is to remain closed at all times. 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.
- No PA systems or speakers are permitted in outdoor areas, unless required in cases of emergency evacuation.
- All playground equipment is to be of a height that does not allow a child to be more than 0.5m above ground level.
- Mechanical plant is only to operate during proposed hours of operation.

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 Rodney Stevens 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 Ongoing Management Procedures

6.1 Waste Management

Waste management measures derived from the Waste Management Plan & Operations Guide, prepared by Low Impact Development Consulting, are to be maintained through the operation of the child care centre.

Childcare waste disposal and collection procedures outlined in this 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 within the internal waste room or additional storage areas until building management can arrange for a private collection service. It is recommended that bulky items in useable condition are first donated where possible.

Problem Waste

The director 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.

Problem waste streams include:

- Chemical Waste
- Liquid wastes
- Toner cartridges
- Lightbulbs
- eWaste
- Batteries

Waste Collection

Waste is to be collected by a private waste collection vehicle from the David Avenue kerb. Landfill (red bins), co-mingled recycling (yellow bins) and food organics (green bins) will be collected twice a week, with only one of these waste streams being collected at a time. Bins are to be transported by staff to the David Avenue secondary frontage via the pathway adjacent to the exit driveway on the night prior to the designated bin collection day. Once bins are collected, staff will be responsible for transporting bins back to the bin storage area.

Other streams of waste, including hard-waste and e-waste, will also be collected by a private waste collection service but will only be scheduled for collection as required and not on a regular basis. This waste will be stored within the internal waste room on the Ground Floor until collection.

Staff employed at the end of each day will be responsible for transporting waste from within the centre to the internal waste room on the Ground Floor and to the bin storage area that adjoins the northeastern end of the carparking area. 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.

6.2 General Maintenance

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, including the outdoor play spaces, outside of operational hours, and this could be carried out during the evening after closure of the centre or on weekends.

The centre may also employ a landscaper to provide maintenance to the landscaping and outdoor areas of the site. This could be carried out during the evening after closure of the centre or on weekends.

Staff are to report any aspects of the facility that are identified as requiring maintenance and attention to management staff. This will allow repairs and maintenance issues to be assessed and remedied quickly, and any other building issues to be identified and rectified in a timely fashion.

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 entrance. Controlled entrance into the building will be from the main entry and reception area accessible from the main southern carparking area and the pathway from the Collinson Street frontage.
- The secondary access point into the facility from David Avenue is a locked gate which is to be only used by staff using the northern staff-designated parking spaces. The gate will have a pin-code that will not be given out to any parents, guardians or visitors to ensure their entry is solely through the main entrance point.
- Staff are to be responsible for ensuring that the parking areas are not accessible during non-operational hours and that the facility is locked after 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.
- Parents and guardians must sign their child/children in and out of the facility with administration staff upon drop-off and pick-up.
- Strict training and policies will be in place regarding the release of children from the facility and allowing visitors into the centre, particularly past the entry foyer. Parents must give prior notice when the person collecting the child is someone other than those mentioned on the enrolment documentation. When collecting children, these persons must provide a form of identification to staff to confirm their identity.
- Children are to be supervised by staff at all times while at the facility.
- If appropriate, entry points, as well as concealed areas in the carpark, are to be fitted with CCTV.
- Windows and entrances/exits are to be fitted with secure locking systems.

7.2 Emergencies and Evacuation

Emergency Evacuation 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 evacuation procedures outlined in the Emergency Management Plan, prepared by SPS Fire and Safety, are to be initiated.

In the event of an emergency requiring lockdown of the facility, the lockdown procedures outlined in the Emergency Management Plan, prepared by SPS Fire and Safety, are to be initiated.

Copies of the Emergency Management Plan and Evacuation Diagrams are to be available on site.

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 and lockdown 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 12 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.