

ANNEXURE I

OPERATIONAL PLAN OF MANAGEMENT



**CENTRE BASED CHILD CARE
FACILITY**

**21 LOVELL ROAD
DENISTONE NSW 2112**

VERSION NO.	DATE OF ISSUE	REVISION BY	APPROVED BY
1.0 Draft	11 July 2021	KK	
1.1 Revision	18 July 2021	KK	
1.2 Revision A	June 2022	KK	
1.3 Revision B	September 2022	KK	
1.4 Final	October 2022	KK	

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K Y Kim Planning Consultant

INTRODCUTION

This Management Plan has been prepared for the proposed community based NFP preschool, located at 21 Lovell Road, Denistone East. The preschool is designed to cater for 55 children aged 3 years and over. In preparing this document the following was considered as required:

- Australian Children's Education and Care Quality Authority (ACEQA)
- National Quality Framework (NQF)
- Education and Care Services National Regulation 2013
- Education and Care Services National Law 2013
- Child Care Planning Guidelines NSW 2017

This Plan of Management (POM) forms an essential part of the ongoing management requirements for the Preschool. It is a document required by Council and that reflects a reasonable agreement between the Centre Operators and the Council in order to minimise any adverse effects upon neighbours. It is required by and reflects the intention of the requirements of Council's conditions of development consent for the centre.

1. Capacity of Centre

The Department of Education and Children's Services (DECS) provides a variable age group license which means the preschool can cater for up to 55 children from age 3 years and over.

The service will cater for each age group, providing each age with age appropriate facilities and educational resources to ensure age appropriate stimulation and development is provided based on every Child's individual developmental needs and ability.

To ensure that we are providing customer confidence and ensuring that the required respective amenities are provided based on the child's age and family requirements, the Preschool is carefully and purposely designed, while taking into consideration the location of service amenities and facilities.

All 3 year – 6 years facilities are located at both levels within the two storey building which has lift access. Each room will be appropriately set up to provide a safe, secure and home like environment to ensure that children are engaged in age-appropriate learning activities throughout the day based on each of their development milestones.

The goal and aim of the service is to ensure that we are providing additional services, facilities and collaborating with local business and the local community to ensure ultimate customer satisfaction.

Further to this, we also wanted to ensure we are providing an Early Learning Centre with our customers in mind – both the parents and children by ensuring that we articulatory designed and ensured that key facilities are situated within the service to provide ultimate convenience and subtle and stress-free process.

2. Age group and staffing

The below table is a breakdown of the age groups, across each of the learning environments (rooms) and the minimum required staffing level based on the current NSW Childcare DECS Regulations.

Age	No. of children	No. of staff
3 years	33	3
+ 3 years	22	2

The Centre will be operated by a minimum of five (5) staff (including the primary contact staff and a Nominated Supervisor) at any one time.

All Educators will maintain qualifications in First Aid, Asthma and Anaphylaxis, Child Protection to ensure that we are exceeding National Quality Standards quality area four.

We consider continuous training and development of our employees as a vital component to ensure our business growth.

Child Care service provider's extensive and regular training programs will ensure the quality of service and productivity of the employees as well as help to increase work satisfaction.

All Employees must comply with our required company policies and procedures, including Company employee Handbook, Code of Conduct/Code of Ethics and position description of their respective role.

3. Hours of operation

The Centre opens daily Monday to Friday from 7:00 am to 6:00pm, fifty-two (52) Weeks a year. The Centre closes for Public Holidays.

Staff Arrival

Not all staff arrives at the same time. Staff arrivals are usually staggered between the hours of 6:45am to 10am. Full time staff work for 8 hours a day. Part time or casual staff work shifts as required.

Parents/Children Arrival and Departure

Parents arrivals are usually staggered between the hours of 7am to 10am. Similarly for pickup, parents will start arriving from 4pm and stagger until 6pm.

For parents who come in on foot with their child, they will enter via the landscaped footpath to the front reception and meet with our educators before signing the child/ren in at the reception and dropping the child off. If the parents have a pram, they are welcome to store it in our pram storage area near the reception before picking it up in the afternoon.

For parents who come in via car with their child/ren, they will drive into our carpark in front of the Centre and park their car before walking along the pedestrian pathway to check the child/ren in at the reception area.

4. Children's Schedule

Pre-schooler (3 years old and over) - Maximum 55 children will be in attendance at the Centre.

If the weather is raining or extreme hot/cold or UV rate is above recommended rate, children will be in the indoor play area of their allocated rooms.

Sample routines are prepared in accordance with the relevant National Quality Framework (NQF) (NQS 5.2.3: The dignity and rights of every child are maintained at all times; NQS 5.1.2: Every child is able to engage with educators in meaningful, open interactions that support the acquisition of skills for life and learning; and NQS: The program, including routines, is organised in ways that maximise opportunities for each child's learning) and outlined below. The routines will be adjusted according to the needs of the children, weather, spontaneous experiences and other variables.

3 years and over

Schedules Time	Indoor/ Outdoor area	Routine Details
7:00am	--	Centre opens
7:00am-8:00am	Indoor	Breakfast & family grouping

		(Quiet setting time for children at this age group)
8:00am-8:15am	Indoor	Transition to the indoor active play area (Transition strategies include music and movement, e.g. 'lining up song')
8:15am-9:00am	Indoor	Roll call/ Free play in the indoor active play area (A time for children to participate in a variety of free play learning experiences. Children are given the choice and flexibility to play indoors)
9:00am-9:30am	Indoor	Progressive morning tea and various learning activities (A time for hand washing, fruit and healthy snack, and for babies to practice their developing self-help skills. Daily communication chart record completed for individual babies eating)
9:30am-10:15m	Indoor	Planned indoor experiences including art & craft and school readiness (A time for children who are interested to participate in various activities those are based on developing children's emerging skills and development. These are pre-planned activities based on meeting the Early Years learning Framework Outcomes; and, children's developing interests, skills and needs)
10:15am-11:00am	Outdoor	Outdoor Active Activities (A time for children to participate in a variety of free play learning experiences. Children are given the choice and flexibility to play outdoors)
11:00am-11:45am	Indoor	Music and movement group time (A time for children who are interested to actively participate in various music and movement experiences. Educators can also use this time to prepare experiences for the children)
11:45am-12:30pm	Outdoor	Outdoor Active Activities (A time for children to participate in a variety of free play learning experiences. Children are given the choice and flexibility to play outdoors)
12:30pm-1:00pm	Indoor	Progressive lunch time (A time for hand washing, lunch; and, for children to practice their developing self-Help skills. Daily Communication Chart record completed for individual children's

		eating. This is also a time for educators to prepare beds)
1:00pm-1:30pm	Indoor	Progressive nap time (A time for children to sleep or rest and restore their energy for the afternoon session. Daily Communication Chart record completed for individual children's sleeping times. This is also a time for educator's to document children's learning and create classroom displays)
1:30pm-2:00pm	Indoor	Free play and quiet activities
1:30pm-2:00pm	Indoor	Sleep time and free play time (A time for some babies to sleep; and a time for babies to choose what they would like to play with)
2:00pm-2:15pm	Indoor	Progressive afternoon tea time (A time for hand washing, a healthy snack and for children to practice their developing self-help skills. Daily Communication Chart record of individual children's eating)
2:15pm-2:30pm	Indoor	Story reading time and tidying of room (A time for babies who are interested to listen to a story book and everyone to assist in the tidying of play room)
2:30pm-3:30pm	Outdoor	Planned and Spontaneous Outdoor Active Activities (A time for children to participate in a variety of free play learning experiences. Children are given the choice and flexibility to play outdoors)
3:30pm-4:15pm	Indoor	Planned indoor experiences including art & craft (A time for children who are interested to participate in various activities those are based on developing children's emerging skills and development. These are pre-planned activities based on meeting the Early Years learning Framework Outcomes; and, children's developing interests, skills and needs)
4:15pm-4:45pm	Indoor	Progressive late afternoon tea time (A time for hand washing, a healthy snack and for babies to practice their developing self-help skills)
4.45pm-5.30pm	Outdoor	Planned and Spontaneous Outdoor Active Activities (A time for children to participate in a variety of free play learning experiences.

		Children are given the choice and flexibility to play outdoors)
5.30pm	Indoor	Story reading time (A time for packing the Indoor and Outdoor play areas away, gathering belongings and reading a story together)
6pm	--	Centre closes

5. Traffic Management Plan

The following procedures are to be adopted for the use of the Centre's car parking area:

1. There should be a total of 10 parking spaces made available to the childcare centre (including 1 disabled space) at all times.
2. All parking associated with the Centre must occur within the signposted and line marked spaces.
3. Vehicles must enter and exit the site car parking area in a forward direction at all times. Vehicle entry and exit to the car park would be safely managed through traffic signs with vehicles able to utilise the turning bay to turn around without conflicting with other vehicles in the car park.
4. There will be sufficient waiting space within the car park to allow exiting vehicles to wait whilst other vehicles enter.
5. The disabled car space must be used by people with a valid disability permit only.
6. The pedestrian walkway to be kept clear at all times.
7. The garage door at the entrance to the car park should remain open during peak hours during drop off and pick up hours.
8. The car parking area is not to be used for storage purposes, thereby reducing the number of available car spaces. The car park must be kept available for parking at all times.
9. Any parents who travelled in by car will be required to park their cars in the carpark before walking their child/ren up to the centre and/or collecting their child from the centre before returning to their cars.
10. Staff, parents and carers must be encouraged to report improper use of the car parking area. In this regard, regular parent education is paramount and should be undertaken by email or letters in children's bags.
11. Staff are to regularly monitor the car park during operating hours to ensure the above items are adhered to, particularly during peak drop-off/pick-up periods.
12. This Traffic & Parking Management Plan must be issued to all new parents and staff, with a copy to be included on the centre's website.
13. This Traffic & Parking Management Plan is to be regularly reviewed and amended as deemed necessary.

6. Noise Management Plan

The childcare centre should not become a source of 'offensive noise' impacting adversely on the acoustic amenity of neighbouring properties.

Children

Time out of doors is an essential component of the child's experience of the Centre. Whilst active play is encouraged, screaming and shouting is not. This type of behaviour can be intimidating to other children and can be disturbing to neighbours. Children who persist in such behaviour may need to be excluded from outdoor activities.

A crying or distressed child will be attended to immediately (without delay). The child will be taken to a quiet area to be comforted and to be assessed for any injury, or other cause of distress.

When children are in the "Active" play area, each group will be fully supervised by two (2) teachers / carers per group at all times.

Musical instruments likely to generate excessive noise will not be permitted in the "Active" play area.

Educators/Carers

Children who are loudly crying outdoor will be comforted by educators and if the child continues to cry loudly then they should be taken to a quiet area (inside) to be comforted and to be assessed for any injury, or other cause of distress.

Educators will consider the noise level while planning the children's educational program and evaluating play. There will not be any amplified music played in the outdoor areas.

The windows will be closed at all times which will minimise any noisy indoor activities during operating hours.

Centre management recognises the importance of ensuring all Educators and Carers are properly trained.

In-house training will include familiarisation with the procedures and requirements set out in the Noise Management Plan.

Recent graduates and relieving teachers (who may lack experience in the operation of the centre) will be supervised by permanent staff members.

Staff will be instructed to engage the children in educational play activities that the children will find both mentally and physically stimulating, at all times.

Staff will be instructed to refrain from encouraging activities that may result in excessively noisy play and running.

All temporary & permanent staff will be required to read the Noise Management Plan before starting work and to comply with it at all times.

Management

All staff will be briefed about the importance of being a considerate neighbour to assist in controlling privacy and noise levels, in particular noise levels from the outdoor play areas.

This will be part of the induction process and then ongoing through team meetings and trainings. Signs will also be erected at appropriate location to advise staff and parents to converse at a low volume.

Centre management will maintain a Log of any, and all, noise complaints received. Any complaints received shall be logged with details of the nature of the complaint, time of the event and contact details of the complainant.

Centre management will endeavour to respond to any noise complaint as quickly as possible, and will advise the complainant within 48 hours of what, if any, actions have been undertaken as a result of reviewing the complaint. These actions will be recorded in the Log.

The Log will be located in the Nominated Supervisor's office and will be accessible to Council at any time within normal operating hours. Centre management will provide Council and the occupants of the building with name(s) and contact details (phone number) of designated person (or persons) responsible for the addressing noise complaints.

At least one designated responsible person shall be available on site at all times during operational hours. Centre management will provide Council, and other occupants of the building with an Activity Schedule. A laminated copy of the Noise Management Plan will be displayed in the entry foyer.

All parents / guardians will be required to read the section of the Noise Management Plan relating to their Children. Continued attendance at the Centre will be contingent on the parent and/or guardian abiding by the requirements of the Noise Management Plan.

7. Mechanism for conveying policies and updates to parents

The Centre's policies and procedures detail the Centre's methods of operation, its practices and inter-relationships with all who have an interest in the Centre. The policies and procedures are our living documents and are reviewed regularly as part of the Centre's commitment to the National Quality Framework (NQF) and National Regulations as detailed below:

NQS		
QA4	4.2	Educators, coordinators and educators are respectful and ethical.
	4.2.1	Professional standards guide practice, interactions and relationships.
	4.2.2	Educators and coordinators work collaboratively and affirm, challenge, support and learn from each other to further develop their skills, to improve practice and relationships.
	4.2.2	Educators, co-ordinators and educators work collaboratively and affirm, challenge, support and learn from each other to further develop their skills, to improve.
	4.2.3	Interactions convey mutual respect, equity and recognition of each other's strengths and skills.
National Regulations		
Regs	31	Condition on service approval-quality improvement plan
	55-56	Quality Improvement plans
	168	Education and care service must have policies and procedures
	170	Policies and procedures to be followed
	171	Policies and procedures to be kept available
	172	Notification of change to policies or procedures affecting ability of family to utilise service.

The Nominated Supervisor discusses the policies and procedures with the parents at enrolment and with staff during their orientation.

The Centre's policies and procedures will be made available at the reception for parents to access at all times. Parents are given the opportunity to contribute to the review process. This may include the following avenues including face-to-face; parent meetings; emails; secured web-based software; suggestion boxes and newsletter.

Any policy update that may impact significantly on the education and care received by their child, on the family's ability to utilise the service, or on the fees or the way fees are collected, it will be communicated to parents in writing via emails and/or secured web-based software at least 14 days in advance of any changes.

8. Security Measures

The Centre will have the following security measures in place:

Surrounding child-proof fences and gates, Security cameras and CCTV - external and internal back to base alarms. Individual Pin Code access to all staff and parents to access the centre. Individual Pin codes will be cancelled upon families cancelling their child's position at the service.

The policies and procedures are our living documents and are reviewed regularly as part of the Centre's commitment to the National Quality Framework (NQF) and National Regulations as detailed below:

NQS		
QA2	2.3.2	Every reasonable precaution is taken to protect children from harm and any hazards likely to cause injury.
	2.3.4	Educators, coordinators and staff members are aware of their roles and responsibilities to respond to every child at risk of abuse or neglect.
National Regulations		
Regs	84	Awareness of child protection law.
	99	Children leaving the education and care service premises.
	158	Children's attendance record to be kept by approved provider.

Arrival procedures

1. All children are to be brought into the centre by an adult and handed to an educator. Parents are required to make contact with and inform educators when collecting their child.
2. All children must be signed in by their parent or person who delivers the child to our service. If the parent or other person forgets to sign the child in they will be signed in by the nominated supervisor or an educator.
3. An educator will greet and receive each child to ensure the child is cared for at all times.
4. A locker or shelf space will be made available to children and their families. A sign is posted above the lockers nominating a symbol for each child.

Arrival procedures

1. All children must be signed out by their parent or person who collects the child from our service. If the parent or other person forgets to sign the child out they will be signed out by the nominated supervisor or an educator.

2. Children can only be collected by a parent, an authorised nominee named on their enrolment record, or a person authorised by a parent or authorised nominee to collect the child. Children may leave the premises if a parent or authorised nominee provides written authorisation for the child to leave the premises, including authorisation to go on an excursion (please refer Excursion Policy).
3. It is the parent's responsibility to ensure contact details and names of authorised persons to collect their child are current and up to date.
4. No child will be released into the care of an unauthorised person. If the person becomes aggressive or violent and will not leave the premises the Nominated Supervisor or educator will: ensure the safety of all children and adults at the service, and implement lockdown procedures if required, ring the police on 000.
5. The Nominated Supervisor will ensure that the authorised nominee pick-up list for each child is kept up to date. It is our policy that we do not allow anyone under the age of 18 to collect children.
6. No child will be released into the care of anyone not known to educators.

9. Waste Management and Maintenance

Centre staff will remove waste daily as required. The Centre will have a waste bin for general waste and also have additional bins for Recycling Waste throughout the indoor and outdoor areas. Waste will then be disposed in the waste storage room.

The type of wastes will consist of 3 types of waste:

1. recyclables such as paper, cardboard, bottles, cans and plastic
2. food, garden and biodegradable waste
3. nappies and other non-recyclable waste.

While there is no there is no specific requirement for the number of bins and that the proposed arrangement of around 10 garbage bins in the waste room would probably be sufficient.

With respect to the above, the following assumptions will be implemented:

- 10 bins (4 x general, 4 x recycle and 2 x green waste) in the internal waste storage area on the north eastern side of the building.
- All waste will be collected by a registered contractor in a small vehicle twice a week with separate recycling pick up.
- Waste will be collected from the internal waste room with Centre staff moving the bins to the collection point before collection time (waste collections shall be carried-out during the off-peak traffic periods of the facility e.g. after 10am to before 5pm).

- A private contractor shall provide waste collection services. The collection contractor shall transfer bins between the collection point (street kerb) and the waste truck.

The Centre is to be kept clean by both staff and after hours-external professional cleaners and gardeners. The Centre has a designated WH & S officer who maintains a schedule of required maintenance which is routinely undertaken by handymen, builders and other tradesmen as required.

10. Food Preparation and Services

All of the main preparation and cooking are only to be carried outside the facility by a person who has completed training in food safety and nutrition in accordance with the Food Standards Australia and New Zealand -the Food Safety Code. Food will be delivered during off-peak traffic hours.

11. Insurances

In order to be licensed the operator will take out the following insurances: Childcare Insurance which covers all aspects of a preschool and includes Public Liability Insurance of \$20 Million Workers Compensation Insurance.

12. Fire Safety and Emergency

The main entry doors are normally used by the parents to access – enter and exit the Centre in the event of a fire and/or emergency requirement. Egress doors will be provided around the proposed Childcare Centre to provide a safe, easy and accessible route and open space to the site boundary (refer to the indicative Fire and Evacuation Plan prepared by moMA Architects).

Prior to the service commencing operations at the proposed preschool, a full Fire Evacuations procedure will be created and implemented by a professionally engaged licensed and accredited fire expert. A fire evacuation plan will be placed around the centre as per the expert's guidance.

The Fire expert plan along with the Centre's Procedure will be given to the Regulatory Authority for approval.

13. Storage and Security of Cleaning and Hazardous Chemicals

All potentially hazardous materials are kept in locked child-proof cupboards and, wherever possible, out of reach for children. Clear warning signs are displayed whenever potentially hazardous materials are stored.

The Centre maintains an up-to date list of all chemicals and cleaning agents used in the Centre. Material Safety Data Sheets (MSDS) together with any additional first-aid instructions required, are maintained for each item, and kept wherever potentially hazardous materials are stored in the Service. The MSDS are filed in away that staff can readily retrieve information in an emergency.

14. Events and Parent Information Days

Any event and parent information days will only be conducted during the opening hours of the Centre, being 7am to 6pm, Monday to Friday (not on public holidays).

15. Administration

In addition to the onsite educators and staff, the preschool has access to a central administration team which provides administration, technical, accounting, human resource and general management resources to the Centre as required. This ensures that the preschool has access to highly skilled specialists to ensure that the centre operates at maximum professionalism and efficiency.

16. Sales and Marketing

The Centre will use a number of avenues for publicising the centre including branding, word of mouth, flyers, internet or web page and newsletter.

17. Complaint Handling Procedure

The Centre follows a comprehensive complaint handling procedure for both formal and informal complaints.

Any formal and informal complaints can be raised verbally or submitted in writing to the Nominated Supervisor who will document the complaint. If the grievance is about the Nominated Supervisor, the matter can be directed to the Approved Provider. Details of the Approved Provider and full contact details of the Regulatory Authority are in the parent handbook which is sent to parents upon enrolment.

The Centre maintains a register of written complaints. All complaints are dealt with in the strictest confidence. The Nominated Supervisor/Approved Provider will investigate the complaint in an equitable, transparent and fair manner, and document the findings.

Investigations involve consulting with the relevant stakeholders, reviewing documentation, accident reports and the Service's policies. Actions to address the complaint will be determined, and the complaint notified in writing of those actions. Should the complaint made be a reportable one for example if it involves contravention of the law or a breach of regulations relating to the health, safety or well-being of a child, the Regulatory Authority will also be notified within 24 hours of the complaint being lodged.