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1 INTRODUCTION

1.1 INTRODUCTION AND LAND COVERED BY THE PLAN

Under the *Local Government Act 1993* a Council must prepare Plans of Management for Community Land.

This Plan of Management is intended for the management of all Community Land in Ku-ring-gai used for the provision of children's services as defined in Appendix A.

This Plan of Management is a strategic plan. It has been developed with a general focus in mind to allow for flexibility and innovation in the implementation of the Plan. This Plan therefore intentionally does not provide specific details with regard to how works or actions are to be performed/achieved for those issues identified. This detail will be reflected in annual operating plans and Lease Agreements, which will vary according to funding levels and the options available to provide agreed services.

In this Plan there are a number of terms used, the definitions of which may need to be clarified. Important terms are defined in Appendix A of this Plan.

The land covered by this Plan is shown in Schedule I, and is also listed in the table below:

Table 1 Land covered by this Plan of Management

CODE	CHILDREN'S SERVICES LANDS	LOCATION
CS 1	St Ives Occasional Child Care	261 Mona Vale Road, St Ives 2075
CS 2	Bradfield Park Pre-School & Childcare Centre Inc.	53 Bradfield Road, West Lindfield 2070
CS 3	Gordon Pre-School Centre	2A Park Avenue, Gordon 2072
CS 4	South Turramurra Kindergarten	10A Auluba Road, South Turramurra 2074
CS 5	St Ives Pre-School Kindergarten	29 Garrick Road, St Ives 2075
CS 6	Pymble Turramurra Kindergarten	21 Handley Avenue,

		Turramurra 2074
CS 7	Fox Valley Kindergarten	116 Fox Valley Road, Wahroonga 2076
CS 8	Wahroonga Pre-school	23 Millewa Avenue, Wahroonga 2076 (Alternative address: 60 Coonanbarra Road, Wahroonga 2076)
CS 9	Pymble Playgroup	57 Merrivale Road, Pymble 2073
CS 10	West Pymble Pre-school	30 Lofberg Road, West Pymble 2073
CS 11	The Chase Pre-School and Roseville Kids Care	4-12 Babbage Road, East Roseville 2069
CS 12	Turramurra Early Childhood Health Centre	5-7 Eastern Road, Turramurra 2074 (Part of Cameron Park – refer Schedule I)

The following Children's Services are either partially owned by Council, or are referred to in the Ku-ring-Gai Planning Scheme Ordinance or other Plans of Management.

1.1.1 **Bradfield Park Pre-School & Childcare Centre Inc.**

The land on which this service is located is partly owned by CSIRO (51 Bradfield Road, West Lindfield) and partly owned by Council and classified as community land (53 Bradfield Road, West Lindfield). This Plan of Management applies to that land which is classified as community land.

1.1.2 **Turramurra Early Childhood Health Centre**

While the land that is 5-7 Eastern Road, Turramurra 2074 was not used for children's services (as defined in Appendix A) at the date that this Plan was adopted, clause 60AA of the Ku-ring-gai Planning Scheme Ordinance states:

60AA (1) This Clause applies to the land situated at the corner of Eastern and Gilroy Road, Turramurra, as shown edged heavy black on the map marked "Ku-ring-gai Local Environmental Plan No 66" deposited in the office of the Council.

- (2) Notwithstanding any other provisions of this Ordinance –*
- (a) the land to which this clause applies may, with the consent of the Council be developed for the purposes of a baby health centre.*
 - (b) That part of the land to which this clause applies shown cross hatched on the map referred to in sub-clause (1) may with the*

consent of Council, be developed for the purposes of a child care centre.

The parcel of land that is Cameron Park (5-7 Eastern Road, Turramurra), is currently covered by an existing Plan of Management for Small Parks. In community land management the KPSO overrides any Plans of Management. Therefore in light of Clause 60AA of the KPSO and for the purposes of this document, where Council provides consent for the land shown cross-hatched in Schedule I to be developed for the purposes of either a child care centre or a baby health care centre, this Plan of Management will apply to that land. Until such consent is given the Small Parks Plan of Management continues to apply.

1.1.3 West Pymble Pre-School

West Pymble Pre-School is located on a parcel of community land, that forms part of Ku-ring-gai Bicentennial Park. At the time that this Plan of Management was prepared a Draft Plan of Management was also being prepared for Ku-ring-gai Bicentennial Park. The Draft Ku-ring-gai Bicentennial Park Plan of Management in its current form does not address management issues specific to children's services on these lands. Therefore to achieve appropriate management of this parcel of land and the services which it provides, this Plan applies to the land used for children's services that is 30 Lofberg Road, West Pymble, as detailed in Schedule I. This Plan will apply to the land in addition to the Ku-ring-gai Bicentennial Park Plan of Management once the Ku-ring-gai Bicentennial Park Plan has been adopted. Clause 2.9 of this Plan states that this Plan overrides the Ku-ring-gai Bicentennial Park Plan of Management (once adopted) to the extent of any inconsistency between the two Plans (refer to Clause 2.9).

1.1.4 The Chase Pre-School and Roseville Kids Care

The land that is 4-12 Babbage Road, East Roseville, contains two children's services centres; The Chase Pre-School (located within the East Roseville Community Hall) and Roseville Kids Care. Both these centres are covered by the Community Halls and Meeting Rooms Plan of Management, adopted 17 October 2000.

The children's services lands within 4-12 Babbage Road have also been included in this Plan to ensure that the specific management needs of children's services lands are appropriately addressed.

Clause 2.9 of this Plan states that this Plan overrides the Community Halls and Meeting Rooms Plan of Management to the extent of any inconsistency between the two Plans (refer to Clause 2.9).

1.1.5 Relationship Between this Plan and Other Principle Planning Documents

While this Plan is operating, changes may be made to Ku-ring-gai Council's principle planning document, the Ku-ring-gai Planning Scheme Ordinance, which this Plan is directly related to. Should this be the case this Plan of Management will continue to apply as the current Plan unless changes to the principle planning document (that is: the KPSO or any amending or rescinding planning instruments such as Local Environmental Plans) significantly alter the management implications of this Plan.

Other formal planning instruments such as Development Control Plans will have direct relationships with this Plan of Management. This Plan has attempted not to contradict with the requirements of those instruments. Those formal planning instruments which have a direct relationship with this Plan, will prevail in the event of an inconsistency (and only to the extent of the inconsistency) with this Plan of Management.

1.1.6 Definition of Community Land

Community land is public land that is significant to the community and has been classified as such. Community land does not include land to which the *Crown Lands Act 1989* applies (including land that is controlled by Council but which is owned by the Crown). Therefore buildings owned/managed by Ku-ring-gai Council which are located on Crown Land, and Crown land managed by Council have not been included in this Plan of Management.

While Crown Land is not legally covered by this Plan of Management, the framework and underlying principles of this Plan may be used to guide management of Crown Land used for the provision of children's services.

1.2 CATEGORISATION

The lands identified in Schedule I of this Plan are owned by Council and classified as **Community Land**.

Under Part 2 – Public Land, Division 2, Section 36, Clause 4 of the *Local Government Act 1993* a Plan of Management must further categorise the Community Land covered by this Plan. This Plan of Management categorises all lands identified in Schedule I of this Plan as **General Community Use**.

1.3 PLAN OBJECTIVES

This Plan has been developed to meet the following objectives:

- To meet Council's obligations under Section 36 of the *Local Government Act 1993* in respect to Public Land Management.
- To enable Council to renegotiate and/or enter into contracts, leases, licences, hire arrangements and other estates, which relate to the

development, maintenance or use of land in accordance with this Plan's stated objectives.

- To provide for effective asset management, maintenance and improvement in regard to land covered by this Plan.
- To provide a framework for the sustainable management of children's services land with regard to social, environmental and economic issues.
- To provide a framework to assist local children's services operating on community land to operate quality services in accordance with relevant legislation, regulations, national standards and/or codes of practice applicable to children's services.
- To ensure that the heritage significance of 57 Merrivale Road is retained and maintained in accordance with accepted heritage management principles for the enjoyment of the existing community and future generations.
- In accordance with requirements of the *Local Government Act 1993*, the following objectives apply to land categorised as **General Community Use**:

The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

- (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and*
- (b) in relation to purposes for which a lease, licence or other estate may be granted in respect to the land (other than the provision of public utilities and works associated with or ancillary to public utilities).*

1.4 **OUTLINE OF THE DOCUMENT STRUCTURE**

This Plan of Management consists of four (4) major sections:

- Section 2: Basis for Management
- Section 3: Performance Targets
- Section 4: Strategy Plan
- Section 5: Monitoring Program

The **Basis for Management** outlines the reasons for the Plan's existence. It establishes the Plan's vision and role and presents the core values of the community, regular users and other stakeholders within the land's local and regional contexts.

In section 3 various issues surrounding the management of children's services lands are presented along with their **Performance Targets**, which have been developed to address the issues raised.

The **Strategy Plan** outlines the general strategies (or procedures) that will be implemented in order to achieve the performance targets set out by the Plan, and identifies the priority of each of those actions.

The **Monitoring Program** describes the processes for reviewing and evaluating the progress of the Plan in achieving its performance targets and vision.

1.5 CURRENT AND PERMITTED USES

This Plan provides for and authorises the following current and permitted uses for the lands identified in Schedule I of this Plan:

- Child Care
- Children's recreational and leisure activities
- Landscaping within the children's services context
- Children's educational development
- Weekend children's activities
- Vacation Care (School Holiday Programs)
- Occasional Care
- Family Day Care
- Long Day Care
- Extended Hours Pre-Schools
- Pre-Schools / Kindergartens
- Playgroups
- Before and After School Care
- Car parking and drop-off zones related to children's services
- Heritage conservation (in the case of 57 Merrivale Road, Pymble 2073)

However, there is nothing to state that Council will not change these uses via a new Plan of Management in the future, directly responding to changes in community need, yet still adhering to the core objectives applied to land categorised as General Community Use.

1.6 HOURS OF OPERATION

Permissible hours of operation will vary on a case by case basis depending on the planning issues at hand such as the zoning of the land and community needs.

This Plan permits the operational use of all land covered by this Plan for up to 14 hours per day, so long as all other Council and planning requirements are satisfied and the community's views are appropriately considered.

These particular permissible hours of operation were selected to provide flexibility with regard to the types of children's services, which may operate on land covered by this Plan. Flexibility in children's services provisions is essential to ensure that future demand for these services can be accommodated. The hours of operation, however, must not contradict the objectives of this Plan as set out in clause 1.3.

1.7 FUTURE DEVELOPMENT OF THE LAND

This Plan of Management allows for the future development of lands covered by this Plan (as presented in Schedule I) for those uses listed in clause 1.5. Any such developments must meet the requirements of all relevant legislation and Council policy, and must not contradict this Plan's objectives as stated in clause 1.3.

2 BASIS FOR MANAGEMENT

2.1 INTRODUCTION

The **Basis for Management** outlines the reasons for the Plan's existence. It establishes the Plan's vision and role and incorporates the core values of the community, regular users and other stakeholders within the land's local and regional contexts. The Basis for Management is therefore the driving force of the Plan, which will guide management of these lands over the next fifteen (15) years or so.

2.2 LOCAL CONTEXT

The children's services provided on Community Land, have an important local context in providing quality and affordable care for children, and associated services, for the residents of Ku-ring-gai.

Children's services form a valuable function in society through the provision of care, education, protection and development of children. Children's services foster the intellectual, physical, emotional and social development of children. Some examples of children's services are pre-school, long day care, occasional care, playgroups, family day care and out of school hours care services. Children's services assist parents balance work and family commitments, provide respite care and linkages to other services. The provision of quality children's services in the Ku-ring-gai Local Government Area recognises the specific needs and wellbeing of children as a distinct and valued group in society.

Ku-ring-gai Council supports non-profit children's services in various ways to assist with the provision of services. Community based, non-profit children's services provide affordable services to the community, redirect profits raised back into the service and are run by parents and citizens of that community. The value of community based, non-profit children's services is recognised and supported by Ku-ring-gai Council.

High demands for children's services in Ku-ring-gai, have produced long waiting lists for services, as local services are unable to meet community needs.

At the time that this Plan was written, there was significant demand for children's services in Ku-ring-gai, also many of the existing facilities on those lands covered by this Plan suffered from site constraints. This Plan recognises that the current service providers are operating satisfactory services within those site constraints.

2.3 REGIONAL CONTEXT

Some of the children's services lands covered by this plan provide child care and associated services for families living outside of Ku-ring-gai's local area but within the broader region. These centres are often more convenient for those users who may commute through or to Ku-ring-gai to reach their desired destinations.

2.4 VALUES AND ISSUES

The following values and issues have been identified for children's services lands covered by this Plan. These are listed below in no order of importance:

Values:

- The provision of accessible and affordable quality children's services.
- A safe, secure and healthy environment for all users, visitors and staff.
- The sustainable use and management of resources.
- A pleasant, appropriate and sustainable landscape character.
- The flexibility to cater for changes in demand for children's services and capacity.
- Effectively maintained services and centres.
- In the case of 57 Merrivale Road Pymble; the maintenance of significant heritage values.
- Appropriate consultation.

Issues:

- Landscape character
- Access
- Parking and Traffic
- Safety and security
- Lease agreements
- Asset management and maintenance
- Lead management
- Asbestos management
- Resource use
- Planning Controls
- Children's services regulations and standards
- Interaction with adjoining land uses
- Economic issues
- Capacity and demand
- Communication
- Heritage Issues

2.5 LEASES/LICENCES/OTHER ESTATES PERMITTED BY THIS PLAN

The grant of a lease, licence, or other estate in respect of so much of the land to which this Plan applies, as comprises the children's services lands in Ku-ring-gai as identified in Schedule I is hereby expressly authorised:

- (a) for any purpose for which the land is being used at the date this plan was adopted (or, for any purpose referred to in Clause 1.5 of this plan); or
- (b) for any other purpose prescribed by Section 46 of the *Local Government Act 1993*, or the regulation made there under.

The granting of leases, licences and other estates must be consistent with the objectives of this Plan, as described in Clause 1.3 of this Plan.

2.6 LEASES/LICENCES/OTHER ESTATES PROHIBITED BY THIS PLAN

This Plan of Management prohibits Leases, Licences and other estates being granted for all of those lands to which this Plan applies as identified in Schedule I for the following:

- activities prohibited by the zoning of the land; and
- activities which are inconsistent with the objectives as described in Clause 1.3 of this Plan.

Other lease issues with respect to these lands covered by this Plan are discussed in section 3.6.

2.7 ROLE OF THE PLAN

To provide a framework for the sustainable and quality management of children's services land to cater for the needs of the community and other stakeholders.

2.8 VISION

To provide quality and accessible children's services to meet identified needs in a manner that responds to site constraints, the setting and sustainability objectives.

2.9 RELATIONSHIP WITH OTHER PLANS OF MANAGEMENT

This plan has a direct relationship with the Plans of Management listed below:

- Community Halls and Meeting Rooms Plan of Management adopted 17th October 2000
- Ku-ring-gai Bicentennial Park Plan of Management once adopted.

In the event of an inconsistency between this Plan of Management and those listed above, this Plan shall prevail to the extent of the inconsistency.

2.10 RELATIONSHIP WITH KU-RING-GAI COUNCIL'S MANAGEMENT PLAN AND BUDGET PROCESS

This Plan has a direct relationship with Ku-ring-gai Council's Management Plan and budget process through the Performance Targets and associated strategies identified in section 4 of this Plan. Each of the strategies identified to achieve the agreed performance targets should be integrated into Council's Management Plan and budget to ensure that the appropriate monetary and staff resources are allocated to achieve this Plan's Performance Targets.

3 PERFORMANCE TARGETS

3.1 INTRODUCTION

Issues surrounding the management of children's services lands are discussed in this section. **Performance Targets** to address those issues raised and to assist with monitoring of the Plan are also allocated.

The performance targets identified by this Plan apply to all lands covered by this Plan. They appear along with a discussion of each of the issues identified below. The consecutive numbering of performance targets used below is not intended as a ranking system, the performance targets therefore appear in no order of importance.

3.2 LANDSCAPE CHARACTER

Issues:

This issue relates to how the landscape of children's services lands complement, rather than dominate, the character of their immediate surroundings, and how appropriate each landscape is to its particular land use. It is appropriate that all lands covered by this Plan make a positive contribution to the landscape character of each of their localities.

Children's services usually require a unique landscape character that includes educational and play features as well as more common landscape considerations. These features should complement the landscape character of the surrounding area.

At a regional scale, the landscape's character should be designed to minimise impacts on the catchment through which the land drains. For example, the installation of a water tank to reduce the amount of run-off entering the catchment and to reduce the land's dependence on town water.

It is important that the landscape character is appropriate to its users. For example, some plant species are inappropriate for children's play areas such as those with harmful berries, thorns, falling limbs and sharp leaves.

The landscape character of children's services lands should provide a challenging and educational environment, which incorporates a variety of stimuli such as diverse surfaces, vegetation and play terrains.

Trees on and around the lands covered by this Plan may present a potential safety issue due to falling limbs. Tree management should include routine annual maintenance checks tree maintenance on each parcel of land, and timely responses by Council staff to calls regarding trees on lands covered by this Plan.

The landscape design should also consider the following issues:

- Safety; including visual access, accident hazards and physical safety.
- Pedestrian access.
- Disabled access.
- Trees and shade.
- Catchment management and site drainage.
- Security; including lighting, fencing and visual access.
- Planting; using native vegetation particularly those indigenous to the area, which are appropriate for the land use.
- Appropriate open space ratios per child.
- Educational and play needs of the users.
- Privacy for neighbours.
- Existing site and surrounding landscape character.

In the case of 57 Merrivale Road, important heritage landscape features need to be identified and managed as part of the significance and importance of that place. Heritage issues should not be compromised by the use of the land for the provision of children's services.

Performance Targets:

1. To maximise the landscape potential of land used for the provision of children's services.
2. To provide a safe and sustainable landscape character that is appropriate to its users and the surrounding environment.

3.3 ACCESS

Issues:

Access is an issue with regard to the following:

- Pedestrian access:

This issue relates to the safe and appropriate provision of walkways within the lands to which this Plan applies. In addition to providing for wheelchairs, walkways on the lands covered by this Plan should be able to comfortably accommodate prams.

- Vehicular access:

This issue relates to those issues discussed in clause 3.4 of this plan. To ensure that appropriate vehicular access is achieved each of the issues in clause 3.4 should be addressed.

- Visual access:

This issue primarily relates to ensuring that children's services staff are able to adequately view and supervise the children from various locations within the boundaries of the land for the purpose of ensuring the children's safety. This may involve, for example, ensuring that the outdoor landscaping or building design does not impede staff from being able to see children playing outdoors.

- **Social and Financial Access:**

Access issues are not solely physical in nature. Access to children's services within Ku-ring-gai is also a social and financial issue. It is important that within Ku-ring-gai, quality children's services are accessible to culturally and linguistically diverse families and families who financially are less able to afford Children's Services.

Non-profit children's service organisations improve the social access to quality children's services, especially in light of increasing costs of childcare services.

- **Disabled access**

The *Disability Discrimination Act 1992* and *Anti Discrimination Act 1977* make it law for public places, such as the lands covered by this Plan, to be accessible to persons with disabilities. In response, Council's Access Policy provides the following relevant objectives and strategies:

Objective 3 – provide Access to Public and recreational Facilities

3.1 Seek a commitment from public authorities to systematically audit property so that access meets the intent of the Local Approvals Policy or AS 1428 – 1988, whichever is better.

3.2 Make all appropriate authorities aware of Council's Access Committee and its Policy requirements.

3.3 Ensure all new Council recreational facilities (eg. parks, walking tracks etc.) access meets the intent of the Local Approvals Policy or AS 1428 – 1988, whichever is better.

3.4 Ensure all existing Council recreational facilities (eg. parks, walking tracks etc.) are systematically audited so that access meets the intent of the Local Approvals Policy or AS 1428 – 1988, whichever is better.

It is therefore essential that all lands covered by this Plan be equipped with appropriate access facilities to comply with the above named Acts and Policy.

All access at 57 Merrivale Road should take into consideration the heritage issues of that parcel of land.

Performance Targets:

3. To maximise access to and within children's services centres and lands.

3.4 TRAFFIC AND PARKING

Issues:

Safety is an important issue in car parking and drop-off areas, especially in regard to vehicles reversing and the risk that this presents for small children.

Fumes generated by vehicles on busy neighbouring roads can impact on the health of users, staff and visitors. This is particularly an issue for young children and asthmatics.

The distance between car parking and/or drop-off zones and the children's services building is an issue, particularly for parents carrying large loads or dropping off numerous children. Parking facilities and drop-off zones should be as convenient as practicable.

Parking should be adequate, convenient and safe for residents, visitors and staff and should not dominate the streetscape.

On-street parking may become an issue for residents of adjoining properties with regard to road safety, amenity and access to and from their properties.

Performance Targets:

4. To minimise traffic impacts on adjoining land uses.
5. To provide safe car parking and drop-off zones.

3.5 SAFETY AND SECURITY

Issues:

Safety and security are significant issues for children's services lands primarily because of the vulnerability of children.

There are many regulations prescribed under the Children (Care and Protection) Act, 1987 in regards to safety and security for children's services. In addition to general safety and security concerns, specific issues include:

- Appropriate and safe site lighting for users and staff.
- Visual access in terms of the staff being able to view and supervise all children in outdoor and indoor areas of the site at all times.
- Appropriate fencing and gate design to contain children and dissuade intruders, in accordance with the relevant regulations.
- Security for assets contained on the land.
- Inappropriate use of the land is a significant issue with regard to dangerous objects (for example syringes and broken glass) littering sites as a result of inappropriate use when these sites are not being occupied.
- Fire hazards and other emergencies; for which consideration should be given to the number and ability of the children when planning evacuation procedures. As discussed in clause 3.2, trees on or adjacent to the lands covered by this Plan may present a safety issue. Vandalism is a widespread issue throughout Ku-ring-gai. Acts of vandalism can cause damage to property and assets and safety concerns as well as reducing the aesthetics of an area. It is imperative that acts of vandalism be deterred and/or rectified. Where vandalism occurs, the repair of any damage should be dealt with in a timely manner.

The safety of users may also be endangered by the potential presence of toxic chemicals. Sources of toxic chemicals in child care centres may include; building materials, pest control agents, cleaning agents, toiletries, medications, first aid equipment, art and craft materials and contaminated land. Sources of toxic chemicals should be managed appropriately in accordance to the relevant regulations, and the purchase of resources containing and services using toxic chemicals avoided. Safety and security measures implemented at 57 Merrivale Road must take into consideration the heritage values of that parcel of land, and still adhere to the Child (Care and Protection) Act, 1987.

Performance Targets:

6. To provide a safe environment for users, visitors and staff.
7. To protect the assets of children's services lands and adjoining properties.

3.6 LEASE AGREEMENTS:

Issues:

At the time that this Plan was written a number of the lands covered by this Plan of Management were leased out by Council.

In establishing lease agreements with regard to the lands covered by this Plan the following are to be considered:

- Prior to entering into leases general consultation will be undertaken with the relevant lessee.
- The New South Wales Department of Community Services' regulations and requirements provide the standard, which the facility must achieve, in order to obtain or maintain its license to operate.
- The lease agreement will outline and clarify the roles, responsibilities and obligations of all parties to the agreement. The agreement should also establish the level of services to be expected from Council and the lessee.
- In relation to safety and insurance issues, the lease agreement should consider the issue of liabilities. The lessee must provide insurance relevant to the services it provides and in accordance with the negotiated lease arrangements.
- Consultation between Council and lessees should be undertaken before and during the period of the lease.

Under this Plan of Management it is the lessee's responsibility to conform to all of the New South Wales Department of Community Services' (DoCS) regulations with regard to the provision of Children's Services. Assessment for leasing the land will take into consideration the lessee's ability to meet the NSW DoCS' regulations in determining who operates on the land.

For any improvements the lessee will be required to apply to Council for approval, in accordance with the negotiated lease agreement. The lessee may also wish to apply to Council for financial assistance, however it should not be assumed that Council will provide financial assistance for improvements.

Performance Targets:

8. To establish lease agreements that clearly outline the roles and responsibilities of each of the parties involved.

3.7 ASSET MANAGEMENT AND MAINTENANCE

Issues:

It is important that all assets are appropriately managed and maintained to ensure that appropriate levels of service can be provided.

Asset management and maintenance includes, but is not limited to; the review of assets, the provision of condition reports on the site as well as building inspections. These are especially important considerations where there is the potential for lead or asbestos on site. Lead and Asbestos management are addressed in clauses 3.8 and 3.9 respectively.

Asset Management also includes the maintenance of trees and vegetation on lands covered by this Plan. Maintenance of trees and vegetation on these lands should therefore be routinely undertaken to ensure the safety of users.

Acceptable management and maintenance standards for 57 Merrivale Road must take into consideration heritage issues. It should also be noted that heritage assets often require more care and often cost more to maintain.

Performance Targets:

9. To provide an agreed level of asset management and maintenance for those parcels of land identified by this Plan.

3.8 LEAD MANAGEMENT

Issues:

Lead can enter the human body through breathing-in or ingesting lead-dust, lead or lead-fumes. Lead can affect the health of all people, however children are particularly at risk, making lead management a significant issue with regard to children's services land covered by this Plan.

Buildings may contain lead in a variety of forms that will require management, those that were built or decorated prior to 1975 in Australia are of particular concern.

Sources of lead may include but are not limited to:

- Lead paint, which can become an issue when the paint is disturbed, when it is peeling or breaking down.
- Dust containing lead, which becomes an issue when it is disturbed.
- Soil containing lead, which can be from a variety of sources. The main source has been identified as old lead paint from external surfaces.
- Sheet lead, which becomes a problem when it is burnt, cut, repaired, or handled.

- Lead flashing, becomes an issue when soldered.
- Lead solder.
- Lead water pipes and plumbing fittings, can contaminate the water that they transport.

Exposure to lead hazards should be minimised where possible. Buildings on lands covered by this Plan, which were constructed prior to 1975, will be investigated by council to determine the degree of health risk the lead poses. Should any degree of concern to human health be identified, professionals in dealing with lead will be consulted and appropriate risk management action taken.

Implementation of appropriate cleaning and maintenance procedures can also reduce the risk of lead impacting on human health. Appropriate procedures for children's services may include:

- All dusting and sweeping should be replaced by wet wiping and mopping.
- After vacuuming, roughly one (1) hour should be given for the dust to settle before wet wiping surfaces.
- Vacuuming should be undertaken outside of operational hours when children are not in the building.
- Use of vacuum cleaners with multiple filter systems.
- Both soft and hard toys should be washed regularly.

This is not an extensive list and should a lead issue be identified it is important that advice be sought from the appropriate lead professionals.

Performance Targets:

10. To minimise the risk of, and manage, lead hazards to children and staff.

3.9 ASBESTOS MANAGEMENT

Issues:

There are a number of health risks associated with the inhalation of asbestos fibre particles including the development of asbestosis, lung cancer and Mesothelioma.

Asbestos fibre particles, which may cause ill health can be found in and around:

- Pipe, boiler, ceiling, wall and other insulation.
- Exterior wall cladding.
- Corrugated asbestos cement roofing.
- Asbestos-backed floor tiles and vinyl sheeting.
- Thermal board around fireplaces.
- Spray-on fireproofing.
- Textured ceilings.
- Lagging around space heaters.
- Soils may contain trace levels of asbestos.

While it is very difficult to remove asbestos fibres entirely, it is possible to manage the risks that asbestos presents. Management of asbestos in and on the land parcels covered by this Plan is a significant issue with regard to the health and safety of users of the land.

Exposure to asbestos hazards should be minimised where possible. Where buildings or land may contain asbestos fibres, investigations will be undertaken by Council to determine the degree of health risk the asbestos fibres pose. Should any degree of concern to human health be identified, professionals in dealing with asbestos will be consulted and appropriate risk management action taken.

Prior to 1970 blue asbestos (crocidolite) was widely used in many products, while other types of asbestos were used in products until 1986. These dates will be used as a guide to determine whether testing for asbestos and its associated risks is undertaken.

Performance Targets:

11. To manage risk of asbestos hazards to children and staff.

3.10 RESOURCE USE

Issues:

Resource use is an issue from two aspects. Firstly, unsustainable resource use adversely impacts on the environment. Secondly, there are financial costs associated with the inefficient use of resources. It therefore makes sound financial and environmental sense to maximise the efficient and sustainable use of resources in children's services on all lands covered by this Plan.

Resource use issues relevant to all lands covered by this Plan include:

- Water resource use issues; which relate to the efficient use of water, and to reducing the impact that each of these lands has on the catchment to which they drain.
- Energy resource use issues; which relate to the efficient use of energy, and to reducing the contribution these lands have to greenhouse gas emissions.
- Recycling and resource re-use; which relate to maximising the value that resources have and reducing the amount of putrescible waste generated.

Council staff will provide operators of those lands covered by this Plan with ideas, information and strategies to improve the efficient and effective use of resources to assist them in meeting the following Performance Targets.

Performance Targets:

12. To maximise the efficient and sustainable use of water resources in children's services.

13. To maximise the sustainable and efficient use of energy resources in children's services.
14. To minimise the quantity of putrescible waste.
15. To maximise the re-use and recycling of resources used in children's services.

3.11 PLANNING CONTROLS

Issues:

There are a number of planning issues associated with the management of lands covered by this Plan. These are discussed below.

- **Zoning of the land:**

The zoning of lands covered by this Plan are quite diverse, and include: Residential "A", Residential "B", Residential "C", Special Uses 'A' (Municipal Purposes), and Recreation Existing 6(a).

The zoning of each site and relevant clauses in the Ku-ring-gai Planning Scheme Ordinance, along with other restrictions such as development control plans, codes and policies have implications for the land uses that are permissible and prohibited on each parcel of land, and should be noted.

Variation to operation of the parcels of land covered by this Plan may require lodgement of a development application, which should be directed to Council's Development Control and Regulatory Services Department.

- **Changes to the Ku-ring-gai Planning Scheme Ordinance:**

Ku-ring-gai Council's principle planning document is the Ku-ring-gai Planning Scheme Ordinance (KPSO). Amendments to or rescinding of the KPSO is possible within the life of this Plan. Should changes take place this Plan of Management will continue to apply as the current Plan for all lands specified in Schedule I, unless changes to the principle planning document would otherwise significantly alter the management implications of this Plan.

- **Hours of operation:**

The hours of operation are an issue due to different types of children's services that require varying times for operation. More flexible hours of operation may enhance children's services provided to the community and may work towards maximising the sustainable potential of the land.

If permissible land uses are to be flexible, then the hours of operation will need to cater for a variety of potential children's services. Hours of operation may also need to be extended for weekend use to achieve these results.

On the other hand the hours of operation may also adversely impact on residents of neighbouring properties. For example, longer hours of operation may expose local residents to longer periods of noise.

The hours of operation permitted for each of the lands covered by this Plan are outlined in clause 1.6

- **Bushfire Management:**

Bushfire management will be of concern to those children's services lands covered by this Plan, which are adjacent to, or in the vicinity of, bushland areas. These lands may include:

- CS7, Fox Valley Kindergarten, 116 Fox Valley Road, Wahroonga.
- CS10, West Pymble Pre-School, 30 Lofberg Road, West Pymble.

Bushfires present safety issues along with the threat to property and assets. The guidelines stipulated in Council's Policy on Bushfire Management need to be followed.

• **Council's Policy on Child Care Centres:**

Council's Policy on Child Care Centres was last amended on 27th April 1999. This Policy covers the following issues:

- Development consent.
- Outdoor play areas.
- Indoor areas.
- Planting.
- Accessibility.
- Car Parking and Manoeuvring.
- Child care centres in business zones and conversion of existing buildings to child care centres.
- Other Council requirements.

The Policy on Child Care Centres should be consulted with regard to these issues, especially where a new child care centre is being developed on community land or an existing building, on community land, is being significantly altered.

• **Other planning issues:**

Other planning issues of concern regarding children's services lands covered by this plan include:

- Privacy for neighbouring properties as well as the children's services covered by this Plan. Privacy should be maximised where possible.
- The loss of any views for neighbouring properties as a result of land uses permitted on the land. The loss of views is to be genuinely considered and should be avoided as far as practicable.
- Recreational opportunities.
- Mixed uses of the land should be encouraged to ensure that the land's potential is maximised.
- Noise and parking impacts as discussed in clause 3.13 and 3.4 respectively.
- Overshadowing and solar access impacts.

Performance Target:

16. To comply with all relevant legislation, State Environmental Planning Policies (SEPPs), the Ku-ring-gai Planning Scheme Ordinance (KPSO), Development Control Plans (DCPs) and Council Policies.

3.12 CHILDREN'S SERVICES REGULATIONS AND STANDARDS

Issues:

The NSW Department of Community Services is the principle agency responsible for monitoring regulations for centre based children's services, under the Child (Care and Protection) Act, 1987. These regulations, prescribed under the Act, apply to many of the issues raised by this Plan of Management. The regulations provide a minimum standard which children's services facilities must achieve in order to obtain and maintain their license to operate. However, out of school hours care (OOSH) and playgroup services are not governed by these regulations.

At the time this plan was written, NSW regulations apply to most centre based children's services, family day care and home based child care services. The quality of long day care and family day care services are monitored by a national Quality Improvement Accreditation System (QI&AS) and Voluntary Codes of Practice and National Standards exist for OOSH services. The requirements of the regulations and QIAS must be observed by children's services and children's services codes and standards are strongly recommended for adherence.

As future children's services regulations, national standards and/or voluntary codes of practice emerge, these should be considered and, where appropriate with regard to the objectives of this Plan, enacted upon.

Performance Target:

17. To maximise compliance with all relevant regulations, existing national standards and voluntary codes of practice for children's services.

3.13 INTERACTION BETWEEN ADJOINING LANDUSES

Issues:

These issues primarily relate to ensuring that the negative interactions that all lands covered by this Plan have with neighbouring properties are minimised.

Noise associated with children's services has the potential to adversely impact on surrounding land uses and residents, for example noise can impact on people's health. Noise disturbances may come from children's play and learning activities as well as vehicular and pedestrian traffic associated with the children's services. Adequate steps should be taken to minimise undue noise disturbances on adjoining land uses.

Privacy of adjoining lands, as discussed in clause 3.11, may be impacted upon due to the number of people using the lands covered by this Plan and as a result of the nature of the land use. The impact that these lands have on the privacy of neighbouring lands should be minimised. This may be achieved through the design of an appropriate landscape character, for example through the use of vegetation screens and fences.

The generation of litter is a significant issue for surrounding land uses. Litter should be managed to ensure that the impacts on surrounding lands, as well as the broader catchment, are minimised.

Performance Target:

18. To minimise negative interactions with adjoining land uses.

3.14 ECONOMIC ISSUES

Issues:

While it is important to ensure that financial returns are maximised, this should not be achieved through compromising the values as outlined in 2.4, nor by compromising the services provided on the lands covered by this Plan. In particular, the maximisation of financial returns of Council managed children's services on these lands should not compromise the ability for less financially able families to benefit from the services provided. Instead, the services provided on these lands should provide equitable community access and financial viability.

By the same token where financially rewarding incentives complement (and in no way compromise) the values in 2.4, these should be pursued.

This Plan acknowledges the potential for funds received through Section 94 of the *Environmental Planning and Assessment Act 1979* to be channelled into children's services on community managed lands.

It is important to note that heritage materials are often more costly than contemporary materials. This will need to be considered in the management of 57 Merrivale Road, Pymble.

Performance Target:

19. To maximise the financial returns of the land, without compromising social and environmental objectives.

3.15 CAPACITY AND DEMAND

Issues:

Issues relating to capacity and demand include:

- The use of Section 94 of the EPA Act, 1979, contributions to respond to increased demand for children's services as a result of new development. This may involve establishment of new centres or the extension of existing centres.
- Developing additional children's services on lands covered by this Plan.
- Ensuring that there is flexibility to cater for any change in demand by maintaining a range of permissible land uses (as outlined in 1.5) and flexible hours (as outlined in 1.6) of operation for each parcel of land covered by this Plan.

- The range of children's services options, including those not on community land, should be considered when determining whether capacity is meeting the demand from the community.
- Whether an appropriate diversity of children's services is available for use by the community.
- Use of facilities provided by land covered by this Plan by children from outside the local area whose guardians may work in the Ku-ring-gai area.

In 1999 the Commonwealth Department of Family and Community Services undertook an assessment of the demand and supply of child care services on a regional basis. The Department found that the Ku-ring-gai Local Government Area (LGA) was one of only four (4) LGAs in the Northern Sydney Region where additional child care services were, and still are, required.

There is a strong demand for children's services in the area, especially long day care, family day care and pre-school. At the time that this Plan was adopted, these needs still existed and could not be met through existing local services.

In light of the demand for children's services This Plan allows for the expansion of children's services facilities within existing children's services lands covered by this Plan. Any expansion must be to meet a genuine change in demand from the community, must be in accordance with the objectives of this Plan as described in clause 1.3, and must be in accordance with Council policy and relevant legislation.

While it is important that community needs be met, this should be achieved without jeopardising viable or sustainable existing facilities.

Performance Target:

20. To take a flexible approach to the management of children's services to allow for changes in demand and capacity.

3.16 COMMUNICATION

Issues:

This issue relates to improving the communication between Council staff and lessees operating on the lands covered by this Plan.

A liaison officer will be nominated from Council's staff in order to give children's services providers a single point of contact within Council. This person should be able to resolve or refer to relevant Council staff (either operational, leasing or maintenance), any issues that are raised.

Performance Target:

21. Effective communication between Council and operators of the lands covered by this Plan.

3.17 HERITAGE ISSUES

Issues:

At the time of adoption of this Plan, only one parcel of land covered by this Plan had been Heritage Listed. The land on which Pymble Playgroup meets, 57 Merrivale Road Pymble as shown in Schedule I.

While this parcel of land does not yet have a Heritage Conservation Plan, one will need to be prepared. In the event of an inconsistency between this Plan of Management and the Heritage Conservation Plan, once adopted, the Heritage Conservation Plan for 57 Merrivale Road shall prevail to the extent of the inconsistency unless such inconsistency relates to requirements of children's services legislation.

Future and ongoing use of 57 Merrivale Road should not decrease the heritage significance.

In addition to the above, if other parcels of land covered by this plan are found to have heritage values, this Plan requires the preparation of a Heritage Conservation Plan for such lands, within twelve months of its listing on Council's Local Environment Plan.

Performance Targets:

22. To ensure that the heritage significance of 57 Merrivale Road, Pymble is retained and managed in an appropriate manner in accordance with the Burra Charter and the NSW Heritage Manual.
23. To ensure any areas covered by this Plan, that are found to have heritage significance, but not listed as heritage items, be managed in an appropriate manner in accordance with the Burra Charter and NSW Heritage Manual.

4 STRATEGY PLAN

4.1 INTRODUCTION

This section outlines the strategies that will be implemented to achieve those Performance Targets outlined in Section 3 of this Plan with respect to all children's services lands covered by this Plan.

The priority assigned to each strategy gives an indication of the intended timing regarding its implementation. The following priorities are assigned:

High – within one (1) year of adoption of this Plan

Medium – within two (2) to three (3) years of adoption of this Plan

Low – within five (5) years of adoption of this Plan

Ongoing – throughout the time that this Plan of Management is current

ISSUE	PERFORMANCE TARGET	STRATEGY	PRIORITY
4.2 LANDSCAPE CHARACTER	<ol style="list-style-type: none"> 1. To maximise the landscape potential of children's services lands. 2. To provide a safe and sustainable landscape character that is appropriate to its users and the surrounding environment. 	Prepare and implement appropriate landscape plans, which address those landscaping issues identified in clause 3.2.	Medium and ongoing
4.3 ACCESS	<ol style="list-style-type: none"> 3. To maximise access to and within children's services centres and lands. 	<p>Identify constraints with regard to access, and opportunities to maximise access.</p> <p>Develop and implement an Action Plan in accordance with Council's Access Policy to maximise access to and within Children's Services on these lands.</p>	<p>High</p> <p>High and ongoing</p>
4.4 TRAFFIC AND PARKING	<ol style="list-style-type: none"> 4. To minimise traffic impacts on adjoining land uses. 5. To provide safe car parking and drop-off zones. 	<p>Ensure that parking and drop-off zones are appropriately located and that their design is safe and appropriate to the needs of users and staff.</p> <p>Develop and implement</p>	<p>Medium</p> <p>Low and ongoing</p>

		<p>appropriate controls to minimise the impacts that associated traffic has on adjoining land uses.</p> <p>Ensure that issues raised in clause 3.4 are addressed.</p>	Ongoing
4.5 SAFETY AND SECURITY	<p>6. To provide a safe environment for users, visitors and staff.</p> <p>7. To protect the assets of children's services lands and adjoining properties.</p>	Develop and implement appropriate controls to maximise safety and security.	High and ongoing
4.6 LEASE AGREEMENTS	8. To establish lease agreements that clearly outline the roles and responsibilities of each of the parties involved.	Establish lease agreements which meet the requirements identified in clause 3.6.	High and Ongoing
4.7 ASSET MANAGEMENT AND MAINTENANCE	9. To provide an agreed level of asset management and maintenance for those parcels of land identified by this plan.	<p>Identify agreed standards of maintenance and asset management.</p> <p>Prepare and implement maintenance and asset management programs. These should include, but are not limited to, the review of assets,</p>	<p>High</p> <p>High and ongoing</p>

		<p>the provision of condition reports and building inspections.</p> <p>Review maintenance and asset management programs and service delivery standards on an annual basis.</p> <p>Ensure that issues raised in clause 3.7 are addressed.</p>	<p>Ongoing</p> <p>High</p>
4.8 LEAD MANAGEMENT	10. To minimise the risk of, and manage, lead hazards to children and staff.	<p>Investigate where lead may be an issue.</p> <p>Where lead may be an issue:</p> <ul style="list-style-type: none"> - Investigate appropriate controls to minimise risks associated with lead. - Develop and implement a lead management program. 	<p>High</p> <p>High</p> <p>High and ongoing</p>
4.9 ASBESTOS MANAGEMENT	11. To manage risk of asbestos hazards to children and staff.	<p>Conduct investigations where Asbestos might be an issue.</p> <p>Where asbestos is identified as an issue, develop and implement an appropriate remediation or management</p>	<p>High</p> <p>High</p>

		plan.	
4.10 RESOURCE USE	<p>12. To maximise the efficient and sustainable use of water resources in children's services.</p> <p>13. To maximise the sustainable and efficient use of energy resources in children's services.</p> <p>14. To minimise the quantity of putrescible waste</p> <p>15. To maximise the re-use and recycling of resources used in children's services.</p>	<p>Identify avenues for improving the efficiency of resource use.</p> <p>Develop and implement resource use programs to improve the sustainability and efficiency of resource use.</p>	<p>Medium and ongoing</p> <p>Medium and ongoing</p>
4.11 PLANNING CONTROLS	16. To comply with all relevant legislation, State Environmental Planning Policies (SEPPs), the Kuring-gai Planning Scheme Ordinance (KPSO), Development Control Plans (DCPs) and Council Policies.	<p>Identify which particular legislation, planning instruments and controls apply.</p> <p>Set in place and implement steps to achieve compliance.</p>	<p>High and ongoing</p> <p>High and ongoing.</p>

4.12 CHILDREN'S SERVICES STANDARDS	17. To maximise compliance with all relevant regulations and, existing national standards and voluntary codes of practice for children's services.	Identify relevant legislation, codes of practice and national standards. Develop and implement strategies to achieve compliance.	High and ongoing High and ongoing
4.13 INTERACTION WITH ADJOINING LANDUSES	18. To minimise negative interactions with adjoining land uses.	Identify the potential negative interactions with adjoining lands and implement appropriate responses to reduce these impacts.	Medium and ongoing.
4.14 ECONOMIC ISSUES	19. To maximise the financial returns of the land, without compromising social and environmental objectives.	During annual financial planning ensure that all social and environmental issues are considered along with financial returns. Allows the use of Children's Services on lands covered by this Plan for commercial activities subject to the objectives and permitted land uses of this Plan.	Medium and ongoing Ongoing
4.15 CAPACITY AND	20. To take a flexible approach	Identify and implement flexible	Medium and ongoing.

DEMAND	to the management of children's services to allow for changes in demand and capacity.	management programs, which are sensitive to changes in demand and capacity with regard to children's services on community land.	
4.16 COMMUNICATION	21. Effective communication between Council and operators of the lands covered by this Plan.	Clearly identify a Council liaison officer for children's services as the communities first point of contact.	High and ongoing
4.17 HERITAGE ISSUES	<p>22. To ensure that the heritage significance of 57 Merrivale Road, Pymble is retained and managed in an appropriate manner in accordance with the Burra Charter and the NSW Heritage Manual.</p> <p>23. To ensure any areas covered by this Plan, that are found to have heritage significance, but not listed as heritage items, be managed in an appropriate manner in accordance with the Burra Charter and NSW Heritage Manual.</p>	<p>Prepare a Heritage Conservation Plan.</p> <p>Implement the adopted Heritage Conservation Plan.</p> <p>Within twelve months of a parcel of lands listing with heritage significance in Council's Local Environment Plan, a Heritage Conservation Plan is to be prepared.</p>	<p>Medium</p> <p>Medium and ongoing</p> <p>Medium and ongoing</p>

5 MONITORING PROGRAM

The strategy plan (section 4) is to be reviewed every two (2) years. The review process is to ensure that this Plan's strategies are kept up-to-date and that they reflect the views of the community and other stakeholders.

The review will include:

- A report on the progress of the plan. The progress will be measured against the adopted Plan's performance targets.
- Recommendations for alterations (if applicable) to the strategy plan.
- Any other changes considered appropriate due to new usage trends.

The Performance Targets will be reviewed every five (5) years. However, if significant changes take place in the intermittent period then these targets would need to be revised in accordance with those changes at the time.

The core values held by the community are unlikely to change over the ten (10) year timeframe however; the relative importance of each value may increase or decrease.. However, significant changes in the relative importance of core values will necessitate the need for a completely new plan to be prepared.

With regard to 57 Merrivale Road, Pymble, once adoption of a Heritage Conservation Management Plan has taken place, the adopted Heritage Conservation Management Plan will be updated every 5 years. The review of this Plan should take into consideration any changes made to the Conservation Management Plan.

6 APPENDICES

APPENDIX A – Definitions

Children’s services: The term "children’s services" refers to "all services that provide out of the family home, non parental services for children aged birth to 12 years, to meet their needs for play, education, care, development and social interaction with other children and adults (excluding compulsory schooling, tutorial and recreational services)."

Source: NSW Department of Community Services (2000) “Early Childhood Services Policy for New South Wales” Office of Childcare: Ashfield, NSW.

For the purposes of this Plan, children’s services include; childcare centres, occasional care, family day care, long day care, extended hours pre-schools, pre-schools, kindergartens, playgroups, before school care, after school care , vacation care and some weekend leisure programs/activities.

Children’s services lands: for the purposes of this Plan refer to all community land on which children’s services are permitted land uses. These lands are shown in Schedule I of this Plan.

Child care centre: is defined by the Ku-ring-gai Planning Scheme Ordinance as; a building or place used for the purpose of supervising or caring for children which:

- (a) caters for 6 or more children under the age of 6, whether or not these children are related to the owner or operator of the child care centre; and
 - (b) may provide an educational function; and
 - (c) may operate for the purpose of gain,
- but does not include a building or place providing residential care for those children.

This definition is used for the purposes of this Plan.

APPENDIX B – References

- Ku-ring-gai Council “Draft Ku-ring-gai Bicentennial Park Plan of Management” yet to be adopted.
- Ku-ring-gai Municipal Council “Community Halls and Meeting Rooms Plan of Management” adopted 17 October 2000
- Ku-ring-gai Municipal Council “Small Parks Plan of Management”
- NSW Department of Community Services (2000) “Early Childhood Services Policy for New South Wales” Office of Childcare, Ashfield NSW.

- Social Change Media for the NSW Lead Reference Centre (July 1998)
“Lead Safe: A renovator’s Guide to the Dangers of lead” NSW
Environment Protection Authority, Sydney.

7 SCHEDULE I

LAND COVERED BY THE CHILDREN'S SERVICES PLAN OF MANAGEMENT:

The areas of land covered by the Children's Services Plan of Management are shown on the following maps. Land included in the Plan appears shaded/striped on each location map.