



PRELIMINARY OPERATIONS & MANAGEMENT PLAN

Kensington Lane Student Accommodation Blocks 3B, 3C & 10



FRASERS BROADWAY PTY LTD

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Introduction

Central Park is a \$2 billion mixed-use regeneration project incorporating 2,000 residential apartments, 70,000sq.m of "A Grade" commercial space, an extensive 16,000sq m retail facility, hotel and public parklands extending over a 6 hectare site. Central Park is situated within a high profile location in the Southern Precinct of the CBD with 80 million pedestrian and transport movements passing by every year. Less than 150 metres from Central Railway Station (Australia's busiest railway station) and adjacent two of Australia's largest Universities (Sydney University and The University of Technology, Sydney), Central Park will form a new southern gateway into the heart of the CBD

The Kensington Lane student accommodation building represents a unique opportunity for Frasers to develop 267 beds specifically tailored to the needs and requirements of local students. The buildings are located on the eastern side of the Central Park development site and are bound by Kent Road (Carlton Street) to the west, Kensington Lane and Goold Street to the east and Outram Street to the south.

The accommodation is based on a mix of self-contained studios and apartment style "clusters". Each studio is a sole occupancy unit which contains its own ensuite and kitchen facilities. Each bedroom within the cluster apartments has its own ensuite shower room and shares a kitchen between other occupants of that cluster. In addition to the private facilities of each room a shared kitchen and dining area is provided for all residents. Communal lounge areas (indoor and outdoor) are provided throughout the buildings for all residents, including an external BBQ area. Bicycle parking facilities are available on the ground floor and there is no car parking provided for the residents. Proximity to UTS and Sydney University plus the ease of access to public transport will help ensure that residents will not require private car parking facilities. The buildings will have laundry facilities strictly for the use of residents. Full time staff will ensure the buildings are safe and secure and that the residents receive the required pastoral and community support that they require.

The residents will enter in to an occupancy agreement (based on the Residential Tenancies Act) which will include a copy of the House Rules, specific health and safety procedures, waste removal obligations and use of the internal/external communal living areas.

Building Management (Blocks 3B, 3C & 10)

Management of the building shall be undertaken by a professional Student Accommodation Management company. (Manager)

The Manager shall ensure all on site operations and activities comply with this Management Plan to the satisfaction of the , Department of Planning and Infrastructure and the City of Sydney Council within the framework of the relevant acts of parliament governing Residential Tenancies.

The Manager shall be responsible for the daily operation of the student accommodation including:

- Appointing a Supervisor during business hours to assist students upon arrival and throughout their tenancy
- Appoint an afterhours Residential Advisor (Senior Student) to act as an afterhours site liaison officer and assist students upon their arrival and throughout their tenancy.
- Ensuring that all tenancies are governed by the RTA (Residential Tenancies Act)
- That all bonds will be lodged in accordance with the Residential Tenancy Act
- Maintain accurate records of all student tenants, including copies of Student Cards, Enrolment Forms or Letters of Offer from Educational Institutions to ensure all residents are valid students.
- Issuing of a handbook advising students of all House Rules.
- Provision of a welfare Programme including activities and events.
- Provide access to a suitable pastoral care service for distressed or troubled students.
- Monitor resident & guest behaviour
- Carry out scheduled (and if required random) property inspections both inside apartments and of the common property areas throughout the building.
- Ensure ongoing security of the premises, including the registration, issue and monitoring of security passes (swipe cards, keys, code pad key locks).
- Ensure students are provided with a list of contact numbers for the Manager, and/ or Residential Advisors on duty.
- Issue staff on call with contact numbers of Senior Management, preferred tradesmen in event of emergency maintenance, Fire Brigade, Police, local hospital & Pastoral Care service.
- Monitor student behaviour under the House Rules and the requirements of their tenancy agreement. Apply disciplinary action as required which could ultimately result in the eviction of a tenant from the building.
- Establish grievances, inter resident dispute & critical incident management protocols and ensure all students are made aware of these protocols.
- Convene meetings as required between the Manager and adjacent or surrounding neighbours to address any internal or external complaints or grievances.

Residential Tenancies Act

All tenancies within the building shall be operated & governed under the RTA (Residential Tenancies Act) including the taking and holding of bonds that will be lodged with the Residential Tenancies Bond Authority (RTBA) in accordance with the Residential Tenancy Act 2010 as required.

The Manager shall outline acceptable behavior, tenant requirements and responsibilities. Furthermore the Manager shall make all tenants aware of the ramifications of breaching the House Rules and outline disciplinary action.

In extreme circumstances, application can be made to Consumer, Trader and Tenancy Tribunal (CTTT) for orders of compliance. If orders are not complied with the Manager has the power to evict tenants.

Full time Management

Full time management shall be undertaken by the Manager.

The Manager shall appoint a team of Residential advisors, one of whom is on call after hours each night. These senior students will report on a regular basis to the Manager.

Residential Advisors shall be provided with a list of 24 hour / 7 day a week contact numbers for the Manager, Owners and Residential Advisor team members.

During peak lease-up and inspection times deemed to be January to March of each year the building shall be manned by suitably qualified and experienced lease personnel to assist new tenants in finding their apartments, settling-in and answering any queries.

Residential Advisors (RA's)

The Residential Property Manager shall appoint a team of Residential Advisors to act as site liaison officers.

The role of RA's shall be an important part of the management strategy for the student apartment complex. The position is a "live-in" role that provides a range of information, support and assistance to the students living in the complex. The RA's provide the active daily interface between student tenants and the Manager. They will assist and constantly monitor that the premises are well maintained, clean and provide a socially pleasant and conducive environment to live and study. The RA's shall be amply assisted by the Management to develop and nurture a sense of community between a diverse mix of students living in the building/s. The RA's will help in developing a safe, acceptable and livable community that is conducive to a secure study environment whilst assisting individuals as required with comfortable integration into the building/s and the university community as a whole.

The RA's shall be senior students (often post graduates) and preferably have previous experience of living in a University Hall of Residence or similar habitation environment. They will be paid in return for supervising the following issues on a daily basis:

- General tenant behaviour
- Reporting disruptive or socially unacceptable behaviour
- Reporting accidental or deliberate damage to the building/s
- Monitor building security
- Monitor guest's behaviour within the building/s.
- Report any faulty building equipment.
- Monitor proper disposal of garbage by tenants to the bins in the bin store room.
- Monitor proper storage of bicycles by tenants in the bike store room
- Monitor proper use and enjoyment of the building common areas
- Monitor general building cleanliness (housekeeping issues – fire & health hazards)
- Monitor that the building is not used by any tenant/s for any illegal activity
- Monitor that no pets are kept onsite
- Monitor the operation of the communal laundry and ensure that washed laundry is only dried in designated drying areas.
- Monitor that any firefighting equipment provided is not unlawfully tampered with or abused.
- Become familiar with all emergency contact numbers
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The RA's will be selected by the Manager under the following selection criteria:

- Be senior students
- should demonstrate some experience as leaders
- Have commitment to the principles of multiculturalism, equal opportunity and anti-discrimination and harassment.
- Be outwardly enthusiastic and maintain a high level of energy.
- Possess an ability to act in a mature, confident, logical, flexible, trustworthy and discreet manner.
- Display a high level of interpersonal skills and an ability to interact appropriately with a diverse range of individuals on broad levels.
- Exhibit a high degree of skill in negotiation, mediation, communication, conflict resolution and team building situations.
- Ability to think clearly and act decisively in crisis situations.
- Displaying a maturity of character to mix at a social level yet remain aware of the responsibilities of the role.
- An ability to balance time, considering work, study and social commitments.
- An ability to create, foster and encourage a sense of working community amongst residents.
- Display an ability to identify any students whom upon arrival are developing or suffering culture shock, homesickness, health concerns, undue stress, loneliness or isolation and report such to the Manager for action.
- An open desire to become involved and the ability to patiently listen and offer understanding and guidance.

Contactability (incl over holiday periods)

Student tenants shall be provided with a list of contact numbers for the:

- Residential Property Manager (Manager) or Residential Advisors (RA') on duty
- Fire Brigade
- Police
- Local Hospital
- Pastoral Care Services.

The Residential Advisors shall be provided with a list of contact numbers for the:

- Residential Property Manager (Manager)
- Residential Advisors (RA's)
- Management Company Chief Operating Officer
- Preferred tradesmen in event of emergency maintenance
- Fire Brigade
- Police
- Local Hospital
- Pastoral Care Services.

If a tenant intends to be away from their apartment for a period exceeding two weeks then the tenant must complete and return to the Manager a "Taking a Vacation" form in the event they need to be contacted in an emergency. The tenant must also provide the Manager with the name and contact details of (a) their parents and (b) a close friend as secondary contact.

Emergency Contact

Each student tenant shall be provided with a 24 hour emergency contact telephone number for the Residential Property Manager or RA on Duty.

In the event the tenant calls the 24 hour emergency contact telephone number he/she can expect a prompt response (including, if applicable, call-out) from the Manager or RA on Duty.

The tenant shall be encouraged to call this number at any time if the tenant feels threatened in any way or requires assistance.

Furthermore emergency numbers for the Fire Brigade, Police and Local Hospital shall also be provided.

Building Security & Access

Building security and access is an important consideration to our building premises. Parents of both local and international students are particularly interested in this issue.

The Manager shall ensure and maintain the security of buildings and grounds. All entry and exit points to the building/s shall be secured and only accessible by either swipe card or security registered key access.

Building access shall only be made available to registered student tenants. The Manager shall register the issue of all swipe cards and restricted keys against the corresponding tenant's file and also issue an identification card.

Any lost or stolen cards will be de-activated. Apartment keys will be security registered and therefore not able to be copied unless requested in writing.

Each apartment shall be fitted with lobby door intercom which shall allow the tenant to talk direct with a visitor or guest. Upon arrival and announcement of a visitor/guest to the front entry door via the intercom, the tenant shall be responsible to meet their guests at the front entry door and escort them within the building/s.

The reception and administration center will be situated adjacent to the front entrance door of Block 3B, which will ensure passive and active surveillance of residents and visitors in and out of the building. For this reason we suggest that a secondary access to Block 3C should be avoided such that the on-site management is able to actively control the movement of people in and out of the Blocks 3B and 3C

The Manager shall record the CCTV cameras installed within the buildings. These cameras shall be monitored via 24 hour recording equipment and are also accessible by the Manager via internet link.

Registration of Grievances and Inter-resident Dispute Procedure

Any tenant, at any time, can contact either the Manager or the Residential Advisor on call to register and discuss a grievance against another tenant or an issue regarding the operation of the building/s. Serious grievances or complaints must be lodged in writing.

The Manager shall establish a suitable framework to record, investigate and resolve grievances, complaints or disputes.

Firstly, the Manager shall promptly undertake investigation into the grievance/complaint and talk direct to all concerned or involved parties.

Secondly, the Manager shall call a meeting, at a convenient time and location (possibly onsite after-hours) between all concerned parties to provide a forum to air their grievances in a controlled and monitored environment. At this meeting all parties shall be encouraged to discuss their viewpoint and consider the other's standpoint. The Manager shall attempt to resolve the grievance to the satisfaction of all parties and make a ruling within the framework of the Residential Tenancies Act.

If the Manager cannot resolve the grievance or dispute to the satisfaction of all concerned parties, then the matter shall be referred to the CTTT for an order.

Upon obtaining a CTTT order, all parties shall be encouraged to comply with the ruling.

External complaints handling procedure

Any complaints received from non-residents will be dealt with by the Manager or senior Management (depending on the severity of the complaint) and treated seriously. The complaints will be handled via the Manager or senior Management and the individual(s) will be issued with written warnings so to effectively manage any potential situations. A regime of escalation would be implemented if further complaints were received. It would be written into tenancy agreements (with individual residents), that the manager or senior Management have the right to terminate a lease to occupy an apartment in the Building in the circumstance where 2 or more written warnings were ignored.

Consumer, Trader and Tenancy Tribunal (CTTT)

If required, the Manager within the framework of the Residential Tenancies Act can apply for a hearing at the Consumer and Tenancy Tribunal for compliance orders.

If upon issue of a CTTT order, the tenant/s does not comply with the order, then the Manager shall execute its power and possibly evict the offending tenant/s.

Critical Incident Management protocols

The Manager shall establish a suitable framework to record, investigate and resolve any critical incidents that occur onsite.

Firstly, the Manager shall promptly undertake investigation into the critical incident and register pertinent issues including, but not limited to:

- Bodily harm to persons;
- Accidental damage to tenant's, Landlord's property;
- Malicious or intentional damage or vandalism to tenant's, Landlord's property;
- Criminal intention or action to person's or property.

Secondly, the Manager shall take necessary action to remedy, resolve, prevent or prohibit further incidents occurring. It may be necessary for the Manager to exercise its power under the RTA and evict a tenant/s. A critical incident report form shall be completed for each critical incident onsite.

If necessary the Manager shall report the critical incident to authorities, including any emergency services and Police. If found necessary by the Manager and relevant authorities, charges and legal proceedings may result, including criminal charges.

Tenant Behaviour - House Rules

Tenant behaviour shall be monitored and controlled by the Manager (with the assistance of the Residential Advisors) within the framework of the House Rules, and the Residential Tenancies Act.

A Student handbook will be issued to each incoming resident, which covers; what is considered unacceptable behaviour, tenant requirements and responsibilities, as well as the ramifications of breaching these rules and duties.

HOUSE RULES

The student handbook will cover items such as:

- Settling in
- Staff contact details
- Rights and responsibilities
- Upon arrival
- Communication
- Residents agreement with the Manager
- Payments
- Residential Life
- Rules of occupancy
- Refund policy
- Emergency Procedures
- Health & Safety
- Building Facilities
- Security
- Utilities
- Local information
- Caring for your apartment
- Acknowledgement form

Subject always to the House Rules, the following issues shall be monitored and controlled by the Manager:

Noise

Noise shall be kept to a minimum at all times. It is a requirement of this Management Plan that tenants do not disturb the peace, quiet and comfort of other tenants, neighbours or their guests. Any excessive noise or disturbance shall be reported to the Manager for disciplinary action.

Smoking

Smoking in any part of the building/s is strictly prohibited. This includes all apartments, indoor common areas, fire stairs and entry foyers. This rule applies to every person entering the building/s.

Alcohol

The Manager with the assistance of the Residential Advisors promote a responsible attitude towards the consumption of alcohol. All common areas (both internal and external) are alcohol free unless approved by the Manager.

Gambling

No person is encouraged to indulge in any form of gambling in any part of the building/s.

Drugs

Illegal drugs and substances are strictly forbidden in all parts of the Building. The Manager will inform the appropriate authorities if tenants are found possessing, dealing or using illegal drugs or substances.

Theft & Vandalism

Any tenants engaged in theft or vandalism will be required to immediately vacate the building/s with the appropriate authorities notified. Criminal charges may be laid.

Discrimination & Harassment

The Anti-Discrimination Act deems discrimination unlawful on several grounds including sex, race, age, sexual activity, impairment, religion, political belief or activity. If tenants think that they have been subjected to any form of discrimination or vilification they should immediately notify the Manager and an appropriate course of action will result.

Anti-Social or Unacceptable behaviour

Any tenants displaying anti-social or unacceptable behaviour shall be reprimanded and served a verbal warning. If such unacceptable behaviour persists the Manager shall issue a written warning. If unacceptable behaviour continues the tenant/s may risk eviction.

Use of Premises

This Preliminary Operations and Management Plan will ensure that the facilities are not to be used as residential accommodation, serviced apartments, private hotel, boarding house, tourist or backpacker accommodation.

Enforcement & Disciplinary action by Manager

The Manager within the framework of the Residential Tenancies Act shall enact a warning system, in writing, that shall be served on the offending tenant/s. These written warnings shall be registered and treated very seriously.

The Manager shall enforce the provisions outlined in the Act and if required in extreme circumstances apply to the CTTT for compliance orders.

If upon issue of a CTTT order, the tenant/s do not comply with the order, then the Manager shall execute its power and may evict the offending tenant/s.

Social Activity / Community Engagement Protocols

Developing a sense of community between the diverse range of students living at the apartment complex is an important goal. The Manager with the active and ongoing assistance of the Residential Advisors shall develop a safe, nurturing and livable community that is conducive to study, whilst assisting individuals in their integration into the building and the local community.

Common Lounge, external terrace, study room and laundry facilities will be provided to encourage social interaction between tenants.

The Manager with the assistance of the Residential Advisors shall develop a social activity calendar for the apartment complex. Where possible this social activity calendar shall engage and interact with the surrounding community.

The social activity calendar shall outline a diverse range of activities that tenants can voluntarily partake and build a sense of community amongst residents including, but not limited to:

- A welcome BBQ for all student tenants.
- Organised casual walks
- Movie nights
- Visits to local amenities, sporting and cultural events, etc.
- Bus trips, e.g. a trip to Blue Mountains.
- Picnic day to the Botanic Gardens or similar.

Management of internal and external common areas

The Manager and RA's will ensure that the House Rules are adhered to by all residents when using internal and external common areas. External common areas will have CCTV surveillance which will be monitored by the Manager. The external common area, on the roof of Block 3C, will be accessible by residents using an access control system and will be locked during the hours of 10pm to 8am, 7 days a week. The consumption of alcohol in this area is strictly at the discretion of the Manager. The Manager also has complete discretion over the hours that the external area can be accessed by Residents.

Internal common areas will be monitored and controlled by the Manager and RA's to ensure all residents are afforded the opportunity to enjoy peace and quiet at all times. The complaints procedure will be used to ensure the common areas are utilised effectively. The design of the internal common areas will ensure that residents can use all areas without disturbing each other. Back-of-house (Bicycle store and garbage stores) will also be monitored by CCTV to ensure the safety of all residents. The ground floor WC is not accessible to the public and will be access controlled by the Manager.

Cultural Awareness Procedures

The Manager shall engage the services of a qualified adviser/lecturer to present several open forum classes that student tenants can voluntarily partake on cultural awareness.

These classes shall discuss pertinent issues of cultural awareness to new arrivals and the cultural protocols of our society and immediate community. The classes will attempt to provide new student arrivals with an understanding of the Australian way of life, values, expectations, manners, common courtesy, money exchange, shopping, travel etc. It will encourage new arrivals (both domestic and international) to enter into dialogue with fellow students, local businesses and the general public. It will advise them of what action to take in an emergency.

The classes will conclude by providing the new arrivals with reference sources of other cultural awareness courses, internet links and educational lectures on the subject.

Pastoral Care

The Manager will provide 24 hour / 7 day a week on-call access to suitably trained and experienced pastoral care services for student tenants and interface with several of the educational institutions that student tenants attend to establish a database of appropriate welfare and professional services likely to benefit tenants.

It is acknowledged that some new arrivals suffer culture shock, homesickness, health concerns, undue stress, loneliness, isolation or depression.

The Manager will act as a bridge between Students and local University trained professional counselors. They will assist to arrange access for tenants to discuss their emotional difficulties or troubles and seek guidance as required.

Through the Residential Advisors, the Manager shall arrange and facilitate regular "house meetings" with tenants to assist them to settle-in and dealing with shared living issues such as hygiene, cleaning, noise and resolution of conflict and to prompt a stable, friendly, safe, nurturing and livable community that is conducive to study, whilst assisting individuals in their integration into the building and the local community.

Car Parking & Cycle Storage Management & Allocation

Given the proximity to local tertiary educational facilities there will be no on-site parking available for Students. Secure bike storage will be provided on the ground floor of Blocks 3B and Block 10. Access to the Cycle storage will be via an access control system.

Emergency & Evacuation Procedures

Each apartment within the building, including common areas, shall feature a colour printed emergency evacuation procedure plan fixed to the inside of each apartment entry door and tenants shall be instructed to make themselves familiar with these procedures.

The Manager shall conduct a minimum of two (2) drills per annum to test satisfactory evacuation procedures and ensure all tenants are familiar with the evacuation procedure. These drills shall involve all tenants within the building. If a fire does occur, alarm bells will ring within the building/s. This will be followed by instructions to evacuate. Residents will be asked to move in an orderly controlled fashion to the nearest fire stairs, exit the building and assemble for head-count in the designated areas.

Each student tenant shall be provided with a 24 hour emergency contact telephone number for the Manager and RA on Duty. In the event the tenant calls the 24 hour emergency contact telephone number he/she can expect a prompt response (including, if applicable, call-out) from staff member on Duty. The tenant shall be encouraged to call this number at any time if the tenant feels threatened in any way or requires assistance. Furthermore emergency numbers for the Fire Brigade, Police and local hospitals shall also be provided.

Maintenance and Cleaning Schedule

Individual Units

Residents will be responsible for regular cleaning of their own apartments. Residents will contact the Manager or Residential Advisor when they have maintenance issues and the Manager will be responsible for addressing the issue as soon as practicable on behalf of Owner

Common Areas

Communal areas, including the internal; and external common rooms, laundry, lobby and bike storage areas will be cleaned and maintained on a regular basis under contract with 3rd party specialists.

Deliveries, Loading and Unloading

Removalist trucks, couriers and retail deliveries are proposed to load and unload from Kensington Lane. The management of these deliveries and loading will be restricted to outside of peak hour times where possible and coordinated with on site management. All student accommodation dwellings will be fully furnished and therefore will limit the need for student deliveries of furniture at the beginning of each term. Deliveries to the ground floor retail tenancies will be minimal and will be coordinated with the operators of the retail tenancies. .

Tenant Garbage & Recyclables

Residents will be responsible for moving garbage and recyclables from their own apartments to the garbage rooms located on the ground floor of Blocks 3B and 10. The garbage rooms are conveniently located adjacent to the entrance lobbies and will be access controlled. Removal of garbage and recycled waste (from the garbage store rooms) will be the responsibility of the Manager under contract with 3rd party specialists. Please refer to the Waste Management plan for full details on garbage and recyclable procedures. Waste collection will be conducted from Carlton Street for Blocks 3B/3C and from Gould Street for Block 10 (refer to Waste Management Report for more detail).