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# OPERATIONS MANAGEMENT PLAN

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Enclosed with Residents Handbook



28 October 2021  
WEE HUR SYDNEY STUDENT VILLAGE  
104-116 REGENT STREET, REDFERN, NSW

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## 1. Executive Summary

This Operational Management Plan has been prepared for the proposed student accommodation at 104-116 Regent Street, Redfern.

While Wee Hur does not operate the PBSA, it works with local specialist PBSA operators in a synergistic manner to deliver high quality accommodation and services to the tertiary students in its PBSAs. Wee Hur has awarded the management contracts to Unilodge Australia Pty Ltd ("**Unilodge**") for both its current operating PBSAs in Brisbane and Adelaide. This partnership with Unilodge is continuing at Wee Hur's 3<sup>rd</sup> operational PBSA located in Adelaide, which will be operating under a new PBSA brand, "Y SUITES". Redfern PBSA will be Wee Hur's 7<sup>th</sup> PBSA in Australia.

Redfern PBSA is Wee Hur's 3<sup>rd</sup> PBSA in Sydney and is expected to start operations in January 2024. Residents will be accommodated in a mix of studios, ensuite rooms and two bedroom apartments. Residents will have access to the large communal spaces throughout the building, which includes lounges, communal dining and cooking areas, quiet study areas, gym, games room, open garden terraces and BBQ areas.

With Wee Hur's experience in owning PBSAs and working with Unilodge, we have prepared this Operational Management Plan ("**OMP**") to lay out all necessary operational and management procedures to ensure that the day and night operations of the PBSA gels with the surrounding context with minimal disturbance to our neighbors. In this OMP, references to "we" will refer interchangeably to Wee Hur and its future selected operator.

All residents will be signed up under a standard lease agreement from Residential Tenancies Authority ("**RTA**"), which has its own set of rules of occupation. In addition, every resident will be issued with a copy of our Resident Handbook, which sets out strict rules for residents to follow including policies on noise, security, vices, overnight guests, hours of operation and emergency contacts etc.

Security for our residents is very important to us; access to the property will be controlled by electronic door locking systems in which only residents and staff issued with controlled key cards will be able to use. CCTV cameras will be strategically located covering key areas for the purposes of monitoring and deterrence.

Our property will be headed by a General Manager ("**GM**") whose general responsibility will be to look after the wellbeing of residents as well as the longevity of all fixed assets and equipment located within the building. The GM will be well supported by a team of trained and full-time property management staff including Managers, Supervisors and Executives. For after-office hours services, we have a pool of casual staffs and Residential Advisors ("**RAs**"), who are students residing in the PBSA to ensure that residents have 24/7 support.

This Operational Management plan has been prepared in accordance with section 3.2 of schedule 3 of the Sydney Development Control Plan 2012.

## 2. Site and Locality

### 2.1 Property Location

Redfern PBSA has a land area of approximately 1,366m<sup>2</sup> and is bounded by roads on two sides Regent Street to the east, Margaret Street to the South and the proposed William Lane through site link to the west. The North of the site is bounded by an adjacent block at 90-102 Regent Street, Wee Hur's Regent Development.

It is very conveniently located being just a 18 minute walk to both the University of Technology Sydney, and the University of Notre Dame and a 14 minute walk to the University of Sydney. Redfern Train Station is 3 minute walk away. The future Waterloo metro station is also within walking distance.

There is a substantial retail offering in the area which gives students ample access to a range of amenities.

### 2.2 Property Management System

As managing a PBSA is quite dynamic in nature, we will utilise a 3<sup>rd</sup> party proprietary property management system that specialises in PBSA management solutions. At a minimum, the capabilities being offered are:

- Applications – they offer a seamless application for the students via websites and reduce the needs for physical documents;
- Billing Management – Billings are automated and tracked. Students can submit rental payments online too;
- Visitor Tracking – This allows staff to track and manage guest visits, which is important from a security point of view;
- Induction Process – Every resident will go through an online induction process before the check in procedure is considered complete. This will confirm their acknowledgement and knowledge on in house rules;
- Incident Management & Tracking – Allows property staff to track incident reporting and conduct of students and possibly highlight them to other Wee Hur managed properties.

### 2.3 Room Details

Typical room provisions are detailed below,

#### **Ensuite rooms**

Typically accommodates 1 x full time occupant in a room to study, work, sleep and relax, with access to communal cooking facilities. Room includes:

- 1 x queen bed
- Storage
- Study desk and adjustable task chair
- Wardrobe and Shelving
- Bar fridge
- Room and task lighting
- Heating / Air conditioning
- Window blind
- Bathroom pod with shower and toilet
- Handbasin with storage

### **Studios**

Studio rooms to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax including,

- 1 x queen bed
- Storage
- Study desk and adjustable task chair
- Wardrobe and Shelving
- Kitchenette with single sink, cooktop, rangehood, fridge and microwave
- Room and task lighting
- Air conditioning
- Window blind
- Bathroom pod with shower and toilet
- Handbasin with storage

### **Two Bed Apartments**

Studio rooms to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax.

- 1 x queen bed
- Storage
- Study desk and adjustable task chair
- Wardrobe and Shelving
- Kitchenette with single sink, cooktop, rangehood, fridge and microwave
- Room and task lighting
- Air conditioning
- Window blind
- Bathroom pod with shower and toilet
- Handbasin with storage

## 2.4 Building Amenities

Building amenities for resident use include:

- Ground floor lounge, laundry, gym, bike storage and study area
- Level 1 with common kitchen, dining area, games area, cinema and external terrace with BBQ facilities and landscaped areas;
- Level 4 has a communal kitchen and breakout space and outdoor terrace;
- Level 16 outdoor terrace, with restricted hours
  - 8am to 10pm Everyday
  - No external speakers will be permitted in external common areas and only low-level background music will be permitted in the associated internal common areas.

## 2.5 Rents and Occupation

Our rents will be assessed and set against prevailing market rents prior to being operational. We will compare against similar PBSAs in the surroundings as well as the private rental market to provide the best value to our incoming residents and ensure that students of differing budgets all have a chance to stay in our building. Generally, studio rents will be more expensive than ensuite rooms due to studios having its own cooking facilities. Rents will be inclusive of utilities and unlimited, high-speed WIFI, and will be published based on a 6-months or 12-months tenure. Finally, all rooms are fully furnished and are in a move-in condition.

## 2.6 Retail Tenancies

It is anticipated there will be one retail tenancy which will be facing Regent St. The tenant is not sought yet but it will likely be of a food & beverage nature. Operating hours are not fixed at the moment however, will not operate beyond 10pm. Due to the nature of its operation the retail tenancy is unlikely to contribute significantly to any noise or social disturbances to the surrounding areas, also noting that retail facing Regent Street is consistent with the local area.

### 3. Operational Details

#### 3.1 Operating Hours and After Office Hours

Our full-time staff operate from 9am to 530pm on weekdays, and 10am to 2pm on Saturdays. Casual staff are employed during weekdays to cover between 5 to 8pm. Beyond that Residential Advisors and night managers will be on a rostered shift duty to be point of contacts for residents who encounter problems after office hours.

#### 3.2 Staffing Requirements

It is very important to us that Redfern PBSA is well serviced by a dedicated team of full-time property management staff to meet the demands and expectations of our residents. In addition to this our staffing will be structured to compliment Wee Hur's adjacent property's at 13-23 Gibbons St. and 90-102 Regent St.

In addition to the General Manager or Property Manager, we expect to have up to 9 additional full-time equivalent staff members, including the following:

- A Residential Life Manager to organize, coordinate and manage student activities and programs;
- A Customer Service Manager to look after all reservation and front desk matters;
- 2 Customer Service Coordinators who will support the Manager;
- A Building Manager will manage and maintain the building and associated facilities;
- A maintenance technician to assist the building manager in attending to any facilities malfunction, repair or services matters;
- A Group of RAs elected to take care of other residents in the building and support after office hours operations;
- Part time staff to supplement as required

#### 3.3 Noise and Vibration

Management of noise relating to the occupants is covered in the house rules section below. The waste servicing plan for the development is to utilize the adjacent buildings loading dock under a managed service agreement. This will allow for waste vehicles to enter the enclosed loading dock which reduces the impact of noise on the residents of the building and the adjacent areas. Waste collection will be by private contractor to ensure better control over servicing times.

All plant for the building will be appropriately screened and monitored to ensure noise is minimized during building operations. Regular maintenance will be undertaken to ensure that all plant is operating efficiently.

### 4. Resident Handbook

#### 4.1 Contents of the Handbook

The resident handbook is a comprehensive guidebook for all residents, designed to ensure that everybody understands the building, understands their rights & responsibilities and observes the relevant lease agreement so that all residents can enjoy their stay. Most of the information in

the handbook is based on common sense and ultimately is designed for the resident's comfort, safety and security. The contents will cover,

- Property contact details and opening hours;
- Mail and Parcel instructions;
- Building Amenities description;
- House Rules;
- Check out and check in procedures;
- Rights & Responsibilities for Residents;
- Rules of the Lease;
- Payment of Rents;
- Refund Policy;
- Lease Renewal Policy;
- Emergency Procedures;
- Looking after the Apartment;
- Pastoral Care;
- Assistance for Common Concerns;
- Community Spirit Program;
- Implementation of Green Travel Plan.

## 4.2 Important House Rules

The student handbook covers all the house rules which govern life in the building. Key topics include the below.

### **Drugs/Illegal Substances**

*The use of/or being under the influence of any illegal substance in the building is strictly forbidden. This means under NO circumstances are any illegal substances permitted within the complex. Failure to comply with this rule can result in eviction.*

*If you feel you are becoming reliant on drugs or other substances (or know somebody in the building who is), please talk to management. We are here to assist in every way possible. We can certainly put you in touch with people who can help you.*

### **Smoking**

*Redfern PBSA is a smoke free building which includes the apartments and all common areas. As such, any costs resulting from the repair and cleaning of any damage caused through cigarette burns, smoke residue or build-up of nicotine will be charged to the resident responsible. In NSW there are strict laws about how close to buildings you can smoke so make sure you are familiar with these laws.*

### **Alcohol**

*Redfern PBSA promotes the responsible consumption of alcohol for residents over the age of 18. Redfern PBSA therefore opposes excessive consumption of alcohol and binge drinking, as we are home for all residents and should not be treated as a drinking place. All residents should be able to study and sleep without being disturbed by other residents. While Redfern PBSA permits responsible consumption between friends, it opposes groups or individuals who wish to consume more than a few quiet drinks. Alcohol is permissible (if you are over the age of 18) only if consumed within the designated drinking areas listed below. Alcohol is NOT permitted in any area not listed below.*



### *Designated Drinking Areas*

- Resident Apartments,
- Ground Floor Common Areas.
- 1<sup>st</sup> Floor Commons Areas.

*Any alcohol is to be consumed in moderation and there is to be no excessive noise. Noisy students will be asked to quiet down or directed to leave the building. Intoxication will under no circumstances be accepted as an excuse for misbehavior. The full consequences will apply for misbehavior following any destructive or socially unacceptable acts, inclusive of where the resident cannot remember the wrongdoing. Kegs, funnels, yard glasses, beer bong and other related implements that may encourage rapid consumption are not permitted. Breakages of glass or items that may cause injury must be reported to RA on duty immediately. It is the responsibility of those consuming the alcohol to put all rubbish, including bottle tops, into the bins provided. Empty alcohol containers must be disposed of appropriately and in a timely manner. Please respect the opening hours of the common areas. Redfern PBSA staff and RAs may shut down any activity at any time that is deemed in breach of this policy.*

### **Gambling and Gaming**

*Gambling is not permitted on the premises.*

### **Noise from student activities and impact on neighboring residences**

*Noise from music that can be heard in any habitable rooms of a neighboring residence must cease between 10pm and 8 am. Students should close their windows when playing loud music.*

*All outdoor areas of the building will also close between 10pm and 8am. Management reserves the right to shutdown any gatherings that are deemed to be making excessive noise.*

### **Identification**

*Identification should be carried at all times as it allows management and security to determine if a person is a resident at Redfern PBSA. Identification should include a photo and your name in English. It also allows after-hours access should you lose your access card. You should always keep your access card and identification separate.*

### **Non-residents of Redfern PBSA**

*Unfortunately, it is common for problems associated with social gatherings to be linked to guests of residents. We have several rules that apply to non-residents.*

*Hosts should be aware of these rules:*

- Residents and their guests at Redfern PBSA are to show respect for each other and for our building as members of the community,
- Residents are responsible for their guests and will be held financially accountable for any misconduct on their part,
- Residents are also responsible for the conduct of their guests and any misconduct, injury to any person or property damage, which they cause,
- Any person whose behavior is unacceptable, or who is behaving in a suspicious manner will be deemed as trespassing and will be asked to leave.

### **Overnight Guests**

*Only one overnight guest is permitted at a time. All residents must complete a guest request form available from reception and have their guest approved by Redfern PBSA at a minimum of 24 hours prior to the guest's arrival. A guest can only stay for a maximum of three consecutive nights at Redfern PBSA and will not be permitted to be signed in by another resident to extend their stay at the property. Overnight stays during examination periods will be considered on a case by case basis.*

*All guests must obey all of Redfern PBSA's rules and regulations on the lease agreement, the House Rules and the Resident Handbook. Residents will be liable and responsible for any breach of a rule or regulation that their guest commits.*

*Guests who do not abide by the rules and regulations of Redfern PBSA can be asked to leave at any time.*

### **4.3 Emergency Procedures**

Specific details on what to do when fire occurs and assembly location will be disclosed in the handbook.

Residents will also be educated on the important points regarding fire sprinklers and detectors.

Lastly, a Fire Safety Statement will be certified on an annual basis and displayed prominently at the reception area. One of our trained property staffs will be appointed as a certified Fire Warden and be responsible to conduct fire evacuation drills twice a year. In addition, he will also be responsible to check and maintain all fire Emergency Warning and Intercommunication System (EWIS) on a monthly basis.

### **4.4 Looking after the Apartment**

In the first instance, residents are reminded that if an emergency situation such as flood, or a shower that doesn't turn off, a Room door that can't be locked, they are to inform reception or the on-duty RA immediately.

Residents will also be taught on the proper way to maintain certain key items in their apartment, including the various electrical appliances, glass, joinery items, microwave, mirrors, refrigerators, smoke detector, tiled surfaces and walls. General cleaning within the apartment is also encouraged on a weekly basis.

### **4.5 Pastoral Care**

We understand that students who are new to Australia might often experience difficulty adjusting to:

- The transition from school to tertiary/university life;
- A different education system and difference expectations;
- Living away from home and parents;
- Settling into a new city and/or country;
- Language barriers;

- Lifestyle and culture changes (or shock).

These difficulties are also precisely why community living in Redfern PBSA will be highly desired as *there is always someone available to help*. We encourage all residents to seek help whenever they need it early – the earlier we are notified, the earlier we can help residents resolve problems. Obviously, all matters raised to us will be kept in strict confidence.

In the later parts of this section, we provide residents with details on how to get settled in, where to get emergency medical treatment, how and where to apply for overseas health cover (for international students) and what to do if a resident discovers he/she has a short-term illness, or a communicable disease.

We also provide some basis advice to students on what to do when they meet financial problems, personal problems, harassment and study problems. Ultimately it all points back to the fact that Redfern PBSA staff are always there to help.

#### 4.6 Residents Community Program

The staff of Redfern PBSA run an active Residents Community Program which focuses on 4 pillars of a student's experience in Australia, namely Education, Social life, Health & Wellbeing and Sports. Examples of these include:

- Educate – We invite prominent and successful business people to give talks to students to inspire them on achieving their future career goals;
- Social – We organize meals outdoor and social events like movie nights to foster friendship within the community;
- Health & Wellbeing – We organize cooking classes, for example, tying up with Asian Grocery Supermarket and teach students how to prepare simple meals with basic ingredients
- Sports – For example, Events such as a Saturday morning badminton event may be arranged at another location.

#### 4.7 Implementation of Green Travel Plan (GTP)

To achieve the objectives of the GTP, Redfern PBSA will put in place measures to influence the travel patterns to/from the site, Framework action table includes:

- Provide secure bicycle parking;
- Provide public transport noticeboard at key locations within the site in the form of a travel access guide. This will also be posted on student accommodation provider's website and included as part of the welcome pack distributed to all students prior upon occupation;
- Provide high quality telecommunication services and complementary uses on-site;
- Provide students with the Green Travel Plan (GTP) to encourage active travel;
- Provide students with a Travel Access Guide (TAG) on day one of occupation and post the TAG on noticeboards, front entrances, website, social media etc.;
- Provide public transport incentives/discounts (e.g. \$50 preloaded opal cards for students) upon initial occupation;
- Establish walking groups and bicycle user groups with associated online forums;
- Provide regular social events to encourage social interaction to eliminate social barriers to encourage car sharing;

- Ongoing review of the GTP to introduce additional measures as required.

## 5. Waste Management

All Building users (tenants, facilities staff, and cleaning contractors) will be provided with detailed information on recycling and waste management, as part of general building induction and orientation in the first instance, with update on at least annual basis. The site's management team will be responsible for guiding this initiative and follow our Operational Waste Management Plan closely.

Redfern PBSA will provide separate garbage and mixed recycling chutes where students can conveniently dispose of their rubbish and recycling from every level of accommodation. To ensure that this system is managed correctly, residents will be provided with information on proper segregation and disposal of general waste and recyclables.

The garbage room will be located on the ground floor level and will include bin facilities for disposal of both general waste as well as recyclables.

Cleaning staff will be responsible for monitoring the chutes and bin room and ensuring that bins do not overflow and replacing full bins with empty ones as required.

To achieve and maintain best practice, the site waste and recycling contractor will be required to demonstrate high service standards including reliable and efficient servicing and meeting all agreed schedules. Noise from collection of waste will be compliant with relevant standards and should not interfere with neighbor's activities. From our experience, activity and noise generated by waste management is usually minimal and for a short duration only.

## 6. Cleaning and Pest Management

### 6.1 Cleaning

Redfern PBSA is responsible for the cleaning of all common and public areas of the property. Generally, in order to provide a good environment for the students, cleaning will be done on a daily basis, which includes vacuuming of carpets, removal of loose and visible rubbish in common areas and walkways, mopping of floors, cleaning of walls and hard surfaces, common toilet cleaning, sanitization and replenishment of toilet supplies.

External window cleaning will be undertaken by specialist contractors using safe and appropriate methods and complying with all relevant safe work procedures.

Residents will be responsible for the cleanliness of their own apartments. Cleaning equipment will generally be available to rent at our reception counter free of charge. We do however conduct random apartment inspections (with residents' permission) to ensure that residents are complying with our house rules, including minimum cleanliness standards. If upon inspection the apartment is deemed to be below our expectations, we will give them a reasonable time frame to rectify, failing which we will then have a discussion with the residents where we may provide the cleaning services to them at a cost.

## 6.2 Pest Management

Pest Management is an integral part of property management operations. Quarterly services are provided by a pest control company to all common areas including loading docks, bin rooms, external public spaces, garden beds, communal kitchens and BBQ areas. Biannual treatment will be provided to all corridors on every level including refuse chutes, service rooms, stairwells and carparks. Tamper proof bait stations will be placed at high risk areas at the technician's discretion. Once a year, the technicians will service resident's rooms for cockroaches and silverfish eradication.

## 6.3 Landscape management

Soft landscaping and planting proposed in the outdoor areas will be selected to be suitable to the location and use of each space. Automated watering systems and routine maintenance will ensure the health and longevity of planting.

# 7. Security Management

We take security of our building and its residents very seriously and look at it from multiple perspectives.

Firstly, Main access into the facility is only available through the ground floor foyer of Redfern PBSA with entries on both Margaret and Regent Streets. This access will be electronically coded, and therefore only residents and staff issued with controlled key cards will be able to access outside of normal operating hours.

Secondly, each residents' key card only enables them to access all common areas and the specific floor where their rooms are located i.e. a resident living on 11<sup>th</sup> floor will be unable to access other accommodation floors.

Thirdly, CCTV cameras will be located at strategic locations to provide monitoring and also act as a deterrence against any intent from committing a crime. They may be located at areas such as at the entrance of the ground floor lobby, reception area, at the lift lobby, within the lifts and at common areas of the property.

Fourthly, residents, through the Resident Handbook, are educated on the procedures of having visitors on the property as well as guests who are staying overnight. In addition to this, having an attitude of strict rules will give residents an impression that we do not take security of residents lightly, which will encourage residents to want to comply with these rules in order to be part of the community.