



# **Darlington Road Terraces Mixed Use Development**

Plan of Management

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# 1. Introduction

This Plan of Management has been prepared to ensure that the operational requirements are addressed by the University of Sydney in the Darlington mixed use development.

The intent of this plan is to ensure that the Darlington mixed use development is operated in a manner that maintains a high level of amenity for resident, students and other stakeholders.

This Plan sets out an appropriate on-site management structure that defines the responsibility for the operation, administration, cleanliness, fire safety and general safety of the Darlington mixed use development.

The Darlington mixed use development includes the integration of a 337 bed student accommodation with other educational establishment teaching/learning/meeting facilities.

This Plan seeks to address the following in relation to the Darlington mixed use development:

- Proposed Operator's staffing arrangements;
- Safety and security measures for residents;
- Residential Tenancy Agreement;
- House Rules – Draft Sample of the Resident Handbook;
- Facilities Management and Compliance Requirements;
- Cleaning and Pest Control;
- Waste Management;
- General amenity and the rights of neighbours to quiet enjoyment; and
- Blended Educational Facilities available to the wider campus.

The Facility endeavors to provide the students with accommodation that encourages communal living in a diverse environment with extensive teaching, learning and creation spaces as an additive learning experience to the wider campus rather than simply a bed for the night.

## 2. Development Operations Team

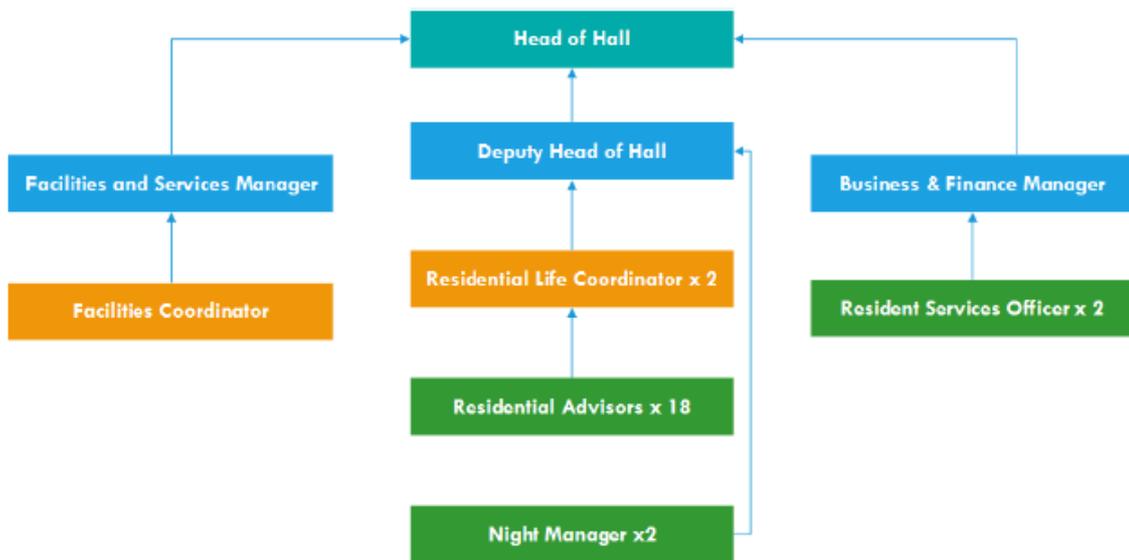
The University recently opened 1000 beds across two sites (Abercrombie Student Accommodation and the Queen Mary Building). The operation for these sites was outsourced to an experienced external Operator – Campus Living Villages, who are familiar with running a global Student Accommodation business. Residential Life and overall management remained in the close control of the University.

The University is reviewing an alternative model similar to that of the Colleges with a Head of Hall and Deputy Head of Hall with academic backgrounds replacing the Operator's General Manager to further focus operations on both education and accommodation.

For the purpose of this plan, alternative model has been discussed, there will be no impact to the operations as discussed under either model, the Head and Deputy Head roles simply replace the General Manager role.

The proposed staffing model for the operation and management of The Darlington mixed use development consists of a Head of Hall, Deputy Head of Hall, 2 x Residential Life Coordinators, 2 x Night Managers, Facilities and Services Manager, Facilities Coordinator, Business and Finance Manager, 18 x Residential Advisors and 2 x Resident Services Officers.

The organizational chart is as follows:



This management structure shown above, supports the operational model by providing dedicated resources for:

- Student life through the Deputy Head of Hall;
- The Duty managers who provides a more dedicated and focused role of providing a duty of care to residents;
- Residential Life Coordinators (RLCs) (2 x 0.5 FTE) and Residential Advisors (RAs) (18) will be hired on a part time basis, and the RLCs and RAs will provide pastoral care and residential activity support to the Deputy Head of Hall;

- Provides a supportive environment for Residential Advisors through the Deputy Head of Hall; and
- Facilities Manager will be responsible for the maintain and addressing compliance requirements with the Darlington Road Terraces mixed use development.

## 2.1. Head of Hall

The Head leads and manages all aspects of the Hall. He/She inspires and manages a team to deliver significant educational outcomes for the overall building, focused on communities. In doing so he/she positions the University of Sydney as the leading tertiary collegiate community in Australia and equal to the best in the world.

The role is responsible for creating, developing and finding partnerships for the special interest communities and developing innovative strategies to build all community aspects of the Hall, developing an inclusive student community that is academically strong and socially engaging.

The Head is responsible for overall activity in relation to pastoral care, student welfare, academic achievement, health and wellbeing, residential life programs, development of the special interest communities and other extracurricular activities.

Specifically, the Head is charged with:

- assuring implementation of the programming models and continued partnerships;
- development and growth of residential student leadership initiatives;
- coordination of all staff;
- close partnership with the University's Student Accommodation Services and their programs and requirements; and
- ensure that the building is maintained to a high level.

The Head manages the Hall operations and finances to ensure it consistently meets all key performance indicators. Specific operations responsibilities include, but are not limited to, facilities management, coordination of overall security, health and safety for staff and residents and participation in renovation planning and assessment.

## 2.2. Deputy Head of Hall (1.0 FTE at Darlington)

The Deputy Head supports the Head in providing academic, social, extra-curricular, emotional and psychological support to all residents. The Deputy Head is responsible for day to day engagement with students, implementation of the residential life, ensuring progress of the individual community goals and oversight of the welfare, wellbeing and discipline of all residents. They oversee the intake of new community members and facilitate the successful transition from either the secondary to tertiary environment or from the standard residential Hall to special interest community environment. They are responsible for the continued academic success of all residents and have a key role in the pastoral care of all residents in the community.

The Deputy Head supervises the work of the Residential Life Coordinators in the actualization of the student experience framework. Ultimately the Deputy is responsible for all matters relating to students participating in the special interest communities including the transition to Alumni of the Hall.

The Deputy Head may be required to act as the Head in his/her absence and lives on-site in accommodation provided by the Hall.

### **2.3. Residential Life Coordinators**

Residential Life Coordinators play a key role in the provision of academic and pastoral care of residents from a diverse range of cultural, national, socio-economic and education backgrounds. They are required to foster a safe, energetic and harmonious living and learning environment for residents. They work to empower residents to lead the charge in the Hall grants scheme and coordinate other residential programs and activities to promote students' personal growth and academic success. The Coordinators are responsible for the activities of the residential advisors, mentoring other student leaders and providing leadership and oversight in the provision of programs, events and activities within a defined framework focus on enhancing the educational experience of the residents.

The coordinators are required to maintain a high profile and active presence around the Hall, develop a strong rapport with residents and become an integrated member of the community.

The Residential Life Coordinators act as the first escalation point for emergencies and incidents and live on-site in accommodation provided by the Hall.

### **2.4. Residential Advisors**

Residential Advisors are Hall peers and role models who lead those living in the facility. An RA has many roles and responsibilities, including, but not limited to, building a residential community through active programming, acting as a peer mentor for students, being a familiar first resource for students with academic or institutional questions and supporting the community standards frameworks. Residential Advisors help build healthy and inclusive communities that complement and extend classroom learning and are expected to create intellectually active residential environments that enhance personal growth and support the academic mission of the University. RAs are often the first responders during conflict and incidents.

RAs are under the direction of the Deputy Head and Residential Life Coordinators.

Residential Advisors are required to be a member of the University of Sydney, maintain Distinction level grades and be an exemplar to other students.

### **2.5. Night Managers**

The Night Managers provide after-hours care and support for the Hall community, ensuring that there is 24-hour site coverage and a greater level of support for the Residential Advisors. The Night Managers have a strong rapport with members of the community and are seen as a helping hand not as a warden of the hall.

The Managers perform established walk-throughs of the site to ensure that no areas are left open or unsecure and are accountable for the correct registering of visitors and guests. The Night Managers are one of two points of call after hours, the other being the Residential Life Coordinators, for all incidents at the Hall and escalate to the Deputy Head, whom will escalate to the Head in line with the 'Halls of Residence Incident Management Plan.' In the event of an emergency, a phone is available and manned 24 hours a day by the Hall management team. University Security will also respond when notified.

## **2.6. Facilities & Service Manager**

The Facilities and Services Manager is responsible for the management of services and processes that support the educational infrastructure of the Hall. The core responsibility is to ensure that the Hall is the most suitable environment for the residents and staff. The Manager is responsible for building and grounds maintenance, cleaning, vending, health and safety, procurement and contract management, security, space management and utilities infrastructure.

In addition, the Facilities and Services Manager conducts bi-annual Emergency Response Training. The Manager oversees the implementation and in conjunction with the Head of Hall and Student Accommodation Services, the continuous review of the Emergency Management Plan; coordinating the Emergency Planning Committee; Warden Training for staff and Evacuation Exercises each semester.

## **2.7. Facilities Coordinator**

The Facilities Coordinator assists the Facilities & Services Manager in the maintenance, cleaning, security, telecommunications, and supplies for the Hall and its associated buildings, they work closely with preferred suppliers and provide essential services and maintenance to residents.

## **2.8. Business & Finance Manager**

The Business and Finance Manager reports to the Head of Hall for all matters of business administration, financial management and administrative services for the Hall including, but not limited to, annual budget, cash flow, accounting, rental contracts, residential agreements, reporting, reception and resident services and ensuring that the Hall follows all legislative, University policy and budgetary constraints.

The Business and Finance Manager assists the Head in the preparation of the annual budgets in conjunction with Student Accommodation Services. The Manager in close association with the Head and with input from Student Accommodation Services, is responsible for reviewing and developing the Business Continuity Plan.

The Resident Services Officers report directly to the Business and Finance Manager.

## **2.9. Resident Services Officer**

The Resident Services Officer is the first point of contact for all enquiries and general assistance for all residents. They provide a range of high quality integrated services to residents, over the counter at reception or over the telephone using various systems. The officer works closely with Student Accommodation Services in managing data in the residential management system, StarRez, and with room assignments. They deliver exceptional services that meet the individual needs of all residents and wherever possible resolve all enquiries at first point of contact.

Management are present onsite 24 hours a day, with staff living on-site and additional University of Sydney security patrols at night. As students, RSOs are part of the community and provide a support network that understands resident needs. Staff members are trained

in first aid, crisis management and dealing with personal issues and work with University support staff to ensure residents receive all the assistance they require.

As part of the Residential Life Program Orientation Week the RSO's will reinforce the importance of personal safety, raising awareness within the community through compulsory presentations to the resident body.

## 3. Security

Security will be provided by a combination of good design, lighting, technology and passive surveillance to ensure there are limited areas which are not visible in some way.

### 3.1 Proximity cards

Proximity Cards will be provided to the residents with access to the Darlington mixed use development and their dorm bedrooms via an encoded University of Sydney Student ID card. The residents will have access to the main entries located off Darlington Road and Darlington Lane and will be able to access the bike store, all common areas and educational spaces.

To encourage walking and the opening up of the campus there is a site through pedestrian link from Darlington Road to City Road which will be accessible by the general public between the hours of 9am – 10pm and after which Residents only.

### 3.2 CCTV

Both the internals and externals of the building will be monitored by digital CCTV cameras which are monitored onsite at reception and also by the University's Security 24/7 Control Centre, incorporating the following areas;

- External perimeter including fire doors and entry points;
- External Landscaped Areas;
- All internal communal areas including foyer areas and the reception;
- Lifts and lift lobbies;
- Bike storage;
- Residential corridors within the Darlington mixed use development; and
- Rooftop terrace(s).

### 3.3 Bike Storage

A secure bike storage area will be located with H66 Darlington House. Bike racks will be installed to allow the residents to secure their bikes using their own locking device.

A proximity card will be required to access the storage area.

There are significant shower facilities throughout the building so these have not been replicated within the bike store.

### **3.4 Door Alarms and Break Glass call points**

All fire doors are alarmed will be monitored by the University Security if opened. There are number of break glass activation points located strategically throughout the site which are monitored by University's Security and the fire monitoring contractor as well as the onsite management.

### **3.5 Durres Point**

Duress points will be strategically located throughout the facility to ensure public safety of the residents.

### **3.6 Security Patrols**

In addition to the 24/7 onsite management, the University's Security will provide regular patrols to monitor the site and undertake roving patrols and will be the point of contact in the case of incidents and emergencies as and when required. Due to University's Security Team being located on the Darlington campus close to the Darlington mixed use development site the response time will be within minutes.

### **3.7 Intercom**

An intercom will be located at the entrances leading to the main reception area dialling directly to the 24-hour onsite night duty manager.

### **3.8 Shared facilities**

A number of the common facilities particularly teaching and learning spaces are accessible and bookable by the wider student community and will be at times made available to the local community.

When non-residents are invited into the building, they are required to check-in at reception and must be accompanied by a resident or staff member unless prior agreement has been reached.

## **4. Residential Tenancy Agreement**

All residents will be required to enter into a residential tenancy agreement with the University of Sydney. See Annexure A for the Residential Tenancy Agreement. The Residential Tenancy Agreement details the residents' obligations and responsibilities for their occupation at the Darlington mixed use development.

## **5. Resident Hand Book**

The University of Sydney has developed a Residential Hand Book which identifies the services, policies and resources available to residents and outlines important expectations around their behaviour to ensure respectful and harmonious community living.

The Resident Hand Book (see Annexure B) addresses the following:

- The in house Facilities and Services;
- What is provided to the resident;
- Reception and administration procedures;
- Residential and Community Living;
- Safety, Security Safety and Well Being;
- Emergency Contact Numbers;
- General information regarding the surrounding neighbourhood;
- Alcohol Policy;
- Complaints Procedure;
- Incident Policy and Procedures; and
- Event Risk Management Policy and Procedures.

The Resident Hand Book is an annexure to the residential tenancy agreement. All residents will be provided with a copy of the Hand Book and are required to acknowledge their understanding and receipt of the hand book by signing an acknowledgement slip.

## 6. Facilities Management

The University of Sydney will contract an experienced facilities management company to manage the Darlington mixed use development on its behalf. The facilities management contractor will be engaged to ensure the building is maintained to a high level and all compliance requirements are addressed. The facilities management company will work in conjunction the University's facilities management team. The University will require the Facilities Management company to provide the following services:

- Planned maintenance - Plumbing, Auto Doors/Roller Shutters, Landscaping, Laundry Maintenance, Fire Services, Mechanical Services and Electrical Services;
- Repairs and Ad Hoc Maintenance;
- Daily cleaning of the common areas, amenities and kitchens;
- Pest control;
- Annual Statutory Requirements; and
- Annual Planned Maintenance;

## 7. Waste Management

### 7.1. Garbage & Recycling Facilities

Garbage and recycling facilities on the premises will be provided in accordance with the requirements of the City of Sydney Council's Waste Management policy.

The Darlington Waste Management Plan can be found in Appendix C. The Darlington mixed use development and provisions have been made for an on-site garbage and recycling storage area, details of which are shown on the development application drawings.

On Collection day, waste is to be taken via a dedicated lift from the Garbage Room to a hard standing on Darlington Lane to await pickup.

### 7.2. Location of Waste/Bulky Waste Storage Room

Garbage Room and Bulky Waste Storage Room will be located in the basement of the Darlington mixed use development and enclosed and air conditioned to minimise odour or noise disturbance within the building.

### 7.3. Waste Services

A commercial waste contractor will be contracted for the disposal of the general waste and cardboard and comingle recycling. The waste contractor in conjunction with the onsite cleaning contractor will manage the collection of the waste bins on collection days to ensure that the Darlington mixed use development bins do not obstruct the surrounding footpaths.

### 7.4. Storage of Sharps

Non-reusable sharps containers will be provided in accordance with AS 4301, for safe disposal of contaminated sharps (e.g. syringe needles). An appropriate licensed contractor will be engaged for the disposal of the sharps in accordance with Environmental Protection Authority (EPA within the Department of Environment and Conservation)

## 8. Impact on Surrounding Neighbours

The Darlington mixed use development will bring together a large number of residents in one location. The Operators of the Darlington mixed use development will be responsible for the management of the noise impact associated with the use of the Darlington mixed use development. The Darlington mixed use development will be staffed 24/7 to effectively address any noise complaints from surrounding residents or residents of the Darlington mixed use development. The Residential Tenancy Agreement between the University and resident includes outlined in this section, to ensure that they respect noise curfews and are respectful of the surrounding neighbours.

The Operator will maintain an incident log and all incidents including noise complaints will be logged and addressed by the General Manager of the Darlington mixed use development.

The Resident must not:

- (i) Create any noise or nuisance in or around the Room or any Common Areas that is likely to interfere with the peaceful enjoyment of any of the residents, any other person using the Residence, any neighbours or the Residence or the public.
- (ii) Use any outdoor Common Areas before 7am or after 10pm on any day of the week.

### **8.1. Specific Noise Restrictions**

The surrounding residents of the Darlington mixed use development can generally expect reasonable quiet enjoyment at all times. When residents do hold social gatherings they will be asked to observe the following conditions:

#### **Week Nights: (Sunday to Thursday inclusive):**

- Small social gatherings with a reasonable amount of noise may be held in communal areas common areas until 10pm.
- Residents should ensure that they are not making any intrusive noise after 10pm.
- Residents are not permitted to use the external roof top terrace after 10pm on any night.

#### **Weekend Nights: (Friday & Saturday nights):**

- Social gatherings that generate a reasonable amount of noise may be held until 12 midnight.

### **8.2. Music**

No amplified music will be permitted at outdoor gatherings and will be restricted to indoors with doors closed. Likewise, musical instruments and singing should be restricted to indoors.

## 9. The Darlington Road Terraces Mixed Use Development Recreational Areas and Facilities

The University is committed to providing mixed use development that ensures the student experience is enhanced by providing quality amenities supported by an exceptional residential program:

On completion the Darlington mixed use development, the following common amenities will be provided:

- Manager/operator accommodation;
- Laundry facilities;
- Communal food preparation facilities;
- Sanitary facilities;
- Games rooms;
- Bedrooms;
- Storage facilities; and
- Garbage storage & recycling facilities.

In addition to the above facilities, the development will include blended educational and learning environments, all of which are additive and integrated with the residential life experience focusing heavily on education and personal development over simply entertainment.

These will include fully managed:

- One lecture/Ted X style lecture and pitching space;
- Fully AV enabled teaching spaces (multiple);
- Study areas throughout the building on all residential floors;
- Breakout spaces and learning hubs for quiet study;
- 3D Printing Fabrication Labs, Hacker Maker Spaces;
- Music Practice Rooms; and
- Technology labs.

Ground floor facilities will be available to students on the wider campus (residents will have first priority) and be made available to the wider community at certain times through the year to foster better engagement.

## APPENDIX A – Residential Tenancy Agreement

## APPENDIX B – Sample of the Residential Hand Book which will be implemented

# APPENDIX C – Waste Management Plan

## WASTE MANAGEMENT PLAN

This plan seeks to ensure the appropriate handling, storage and disposal of waste generated during operations at this site.

This plan has been written to meet the requirements of condition 90(a) – (f). For the purpose of this report recyclable materials are also noted as waste.

The Waste Management Plan outlines measures to ensure the appropriate handling, storage and disposal of wastes generated during operations at the site. The plan shall include, but not necessarily be limited to:

- identification of the types and quantities of waste that would be generated during operations, and the areas in which waste will be stored prior to removal;
- standards and performance measures for dealing with this waste;
- a description of how this waste would be collected including building details;
- a description of what procedures will be followed to ensure compliance

## WASTE TYPES

Waste generated by the site can be divided into 3 waste or recycling streams; general waste, paper and cardboard recycling, commingle recycling.

### **General Wastes**

General wastes are generated on a daily basis and include predominantly food waste, non-recyclable packaging and bathroom general waste such as hand towels and toilet rolls.

### **Cardboard Recycling**

Cardboard recycling materials are generated on a daily basis with the majority at the start of the calendar year when residents occupy the site.

### **Commingle Recycling**

Commingle recycling materials are generated on a daily basis and include, both glass and plastic containers and bottles; and tin and aluminium cans.

### C.3 WASTE QUANTITIES AND STORAGE

Calculations based on established sites of the same capacity indicate the following weekly collection quantities of the above waste streams.

Waste Stream	Bin Size	Quantity	Collection Days	No. of collections per week
General Waste	660L	iaw project WMP	Monday - Friday	iaw project WMP
Paper and Cardboard Recycling	660L	iaw project WMP	Monday - Thursday	iaw project WMP
Commingle Recycling	660L	iaw project WMP	Monday & Friday	iaw project WMP

All waste streams are stored in a general refuse area located on the lower ground floor of the site. The waste is deposited in this designated area either by site cleaners or through the waste chute system located on each floor in the eastern wing of the building. The 660L bins will be supplied by a commercial waste contractor and are emptied on site into waste transport vehicles as per above schedule. General waste is taken to a licensed landfill while all recyclable waste is processed at a recycling plant and 100% reused. The amount of bins collected may vary dependent on physical occupancy of the site. No waste will be stored outside of the designated bin storage areas.

Waste collection bins are pressure washed and cleaned as per the sites cleaning scope but not less than fortnightly or as required.

### STANDARDS AND PERFORMANCE MEASURES

In order to achieve its internal waste and minimisation objectives the University encourages its employees and predominantly residents (clients) to follow the below hierarchy of waste management principles:

- Reduce / Avoid;
- Re-use; and
- Recycle

The University through its Residential Life Program and general awareness campaigns actively promotes waste minimization and greater recycling through internal competitions where waste and recycling is recorded and prizes awarded for lowest general waste generated. The aim of the program is to increase general awareness amongst the properties residents as in a lot of cases this is the first time many individuals have lived outside of the family environment.

Recycling of paper and cardboard is a prime example of our commitment to avoiding and minimising waste. Waste management principles have been applied to this area of waste in the following way;

1. Avoid printing of unnecessary documents/emails
2. Re-use the reverse side of paper
3. Separate paper/cardboard waste for recycling
4. Specific bulky waste rooms for cardboard and large waste items in close proximity to the garbage rooms

Recycling of commingled waste such as bottles and containers is promoted through clearly marked garbage chutes to all residents. Onsite cleaners are put through onsite inductions ensuring correct waste collection and deposit procedure is adhered to.

Clearly marked general waste and recycling bins are located on all common areas of the site, in particular the communal kitchen area located on the ground level.

## **WASTE COLLECTION**

Site waste collection can be categorised into the following and collected by 3 main methods:

1. Waste Chutes – each floor of the site has access to two garbage chutes. One is for the collection of general waste and the second for commingled recycling. Both chutes are clearly marked identifying what is to be placed in either chute.
2. Cardboard Recycling – cardboard deposit areas will be located in a bulky waste room. Residents will have the ability to place cardboard or paper products in this room. The sites cleaners will then transfer the cardboard the designated waste collection area in the garbage room.
3. Common Area Waste Bins – the site will have numerous general waste and recycling bins located in strategic areas. These bins will be emptied as per the general cleaning scope and deposited in the waste collection area by either use of the waste chutes or manual transfer.

A mechanical bin carousel will be installed in the garbage room for the collection of waste from the relevant shutes. The bins will be collected and emptied by commercial waste company vehicles between the hours of 6am and 6pm. The waste contractor and the onsite cleaning contractor will manage the collection of the waste bins on collection days to ensure that the Darlington mixed use development bins do not obstruct the surrounding footpaths.

## **COMPLIANCE**

An important aspect of waste management is compliance; it is the responsibility of the General Manager to ensure correct disposal methods are used by all employees. It is condition of employment at the University that employees abide by procedures; those that relate to waste management are mentioned in this plan. Contractors involved with the collection of waste are also thoroughly trained at induction ensuring process is followed, maximizing all recycling and minimising contaminated bins.

The second aspect to this compliance is of the residents themselves. Waste minimization and adherence to recycling is conveyed through awareness programs run by the University and the Resident Life Team that aim at reducing general waste.

# APPENDIX D – EMERGENCY CONTACT LIST

## Darlington Mixed Use Development

Darlington Road  
Darlington NSW 2006

### Key Emergency Contacts

The following details the list of Key Emergency Contacts.

### Key Emergency Contacts

EMERGENCY INCIDENT	
Fire & Rescue Service	000
Ambulance	000
Police	000
State Emergency Services	132 500
EMERGENCY SERVICES NON-URGENT	
Police non – urgent	9550 8199
Fire non – urgent	9557 5260
Ambulance non – urgent	13 12 33
24 Hour Management Contacts	
TBC – Acting Deputy Head of Hall (Site Manager / 24 hour contact)	
TBC – Acting Facilities and Services Manager	
EMERGENCY CONTROL ORGANIZATION	
TBC – Acting Deputy Head of Hall (Site Manager)	
TBC – Acting Facilities and Services Manager	
MEDICAL SERVICES	
Medical Centre (RPA)	9550 4225
Hospital with comprehensive emergency facilities (RPA)	9515 8912
Poisons Information Line	131 126
Trauma Counselling – Sydney University Counselling Service	8627 8433
Mental Health Crisis Line (24hrs)	9767 5000
SPECIAL SERVICES	
University Security	9351 3487
University Security– <b>EMERGENCY ONLY</b>	9351 3333

Note: Before dialling '000' from your landline you may need an external line. If using a mobile phone, always dial '000' in the first instance. If you are out of range from your service provider, dialling '112' may connect you to the Emergency Services Operator.

The key contact telephone numbers will also be stored in the Residents duty mobile telephone (as appropriate) at the time of inputting the data to this section and maintain an up to date list of all Contacts.