



OPERATIONS MANAGEMENT PLAN

Enclosed with Residents Handbook



JANUARY 2, 2019
WEE HUR REDFERN STUDENT VILLAGE
13-23 GIBBONS STREET, REDFERN SYDNEY (NSW)

TABLE OF CONTENTS

1. Executive Summary.....	2
2. Property Details	
2.1 Property Location.....	3
2.2 Property Management System.....	3
2.3 Room Details.....	3
2.4 Building Amenities.....	4
2.5 Rents & Occupation.....	4
2.6 Public Domains.....	5
2.7 Retail Tenancies	5
3. Staffing	
3.1 Operating Hours and After Office Hours.....	6
3.2 Staffing Requirements.....	6
4. Residents Handbook	
4.1 Contents of the Handbook.....	7
4.2 Important House Rules.....	7
4.3 Emergency Procedures.....	9
4.4 Looking after the Apartment.....	10
4.5 Pastoral Care.....	10
4.6 Residents Community Program	10
5. Waste Management.....	11
6. Cleaning and Pest Management	
6.1 Cleaning.....	12
6.2 Pest Management.....	12
6.3 Landscape Management.....	12
7. Security Management.....	13

1. Executive Summary

This Operational Management Plan has been prepared for the proposed student accommodation at 13-23 Gibbons Street, Redfern. The Trust Company Australia Pty Ltd as trustee for WH Gibbons Trust is a special purpose vehicle created to own the Purpose Built Student Accommodation (“**PBSA**”) to be developed on the site (“**Gibbons PBSA**”). The developer is an offshore group called Wee Hur Capital Pte Ltd, a fully owned subsidiary of Wee Hur Holdings Ltd (collectively, “**Wee Hur**”, “**We**”), a listed company on Singapore Exchange with businesses in property development, construction, worker’s dormitory, student accommodation and funds management.

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. For example, Wee Hur has awarded the management contracts to Unilodge Australia Pty Ltd (“**Unilodge**”) for both its PBSAs in Brisbane and Adelaide. Gibbons PBSA will be Wee Hur’s 5th PBSA in Australia.

Gibbons PBSA is Wee Hur’s 1st PBSA in Sydney and is expected to start operations in February 2021. Residents will be accommodated in a mix of studios and ensuite rooms and will have access to the large communal spaces throughout the building, which includes lounges, communal dining and cooking areas, quiet study areas, movie rooms, 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 neighbours. 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, Residential Advisors (“**RAs**”, who are students residing in the PBSA) and employed security guards and/or mobile patrols to ensure that residents have 24/7 support.

2. Property Details

2.1 Property Location

Gibbons PBSA has a land area of 1,365.5m² and is bounded by a BP service station to the east, Margaret Street to the south, Gibbons street to the west and 11 Gibbons Street to the north (which we understand is to be a future community housing development).

It is very conveniently located to Redfern Station as well as a short 20 minutes' walk to University of Technology Sydney and University of Sydney. Future Waterloo station is also within walking distance. There is a substantial retail offering in the area which gives students ample choices of amenities.

2.2 Property Management System

As managing a PBSA is quite dynamic in nature, we will utilise a 3rd 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;
- Inventory Management – This allows residents to indicate preferences for roommates, select room types and stories;
- 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 be made to 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

The accommodation is to be arranged as follows:

Podium levels to contain ensuite dorm rooms (nominally around 15% of total beds) and their associated common cooking, dining and recreational areas. Tower levels will contain studio apartments:

Ensuite Dorm rooms

Typically 13-14m² accommodate 1 x full time occupant in a room to study, work, sleep and relax, including:

- | | |
|-------------------------|---|
| • 1 x king single bed | • Bar fridge |
| • Storage | • Room and task lighting |
| • Study desk | • Air conditioning |
| • Adjustable task chair | • Window blind |
| • Shelving | • Bathroom pod with shower, toilet and basin. |
| • Wardrobe | |

Studios

Approximately 15m² studio rooms to accommodate 1 x full time occupant in a room to study, work, cook, sleep and relax.

- 1 x king single bed
- Storage
- Study desk
- Adjustable task chair
- Shelving
- Wardrobe
- Fridge
- Kitchenette with single sink and double burner & rangehood.
- Kitchen to provide under-bench or overhead storage space for microwave.
- Room and task lighting
- Air conditioning
- Window blind
- Bathroom pod with shower, toilet and basin.

2.4 Building Amenities

Building amenities for resident use include:

- Basement movie room 1 & 2, laundry, gym and bike storage
- Ground floor lounge/quiet area, bike workshop storage, games room,
- Level 2 with common kitchen, dining area and external terrace with BBQ facilities and landscape
- Level 3 with common kitchen, dining area, external balcony
- Level 4 study areas with segregated discussion rooms, external terrace with seating and landscape
- Level 18 has a common room that has flexible use to convert into a quiet study or meditation, yoga room

Aside from the laneway, external terrace in the podium areas are limited to resident recreational use only. These areas are open for use between the following periods and will be monitored by our staff:

- *8am to 10pm Sunday to Thursday and*
- *8am to 12 midnight on Friday, Saturdays and any day immediately before a public holiday.*

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.

The laneway is private land that is publicly accessible 24/7. The lane will be monitored by CCTV and from reception. Gibbons PBSA will hold special events in the laneway which will be managed by our staff.

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 Gibbons PBSA. 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 in a move-in condition.

2.6 Public Domain

The only public domain in which ownership still rests with us is the laneway which we will create on the ground floor as an extension to William Lane. Our intent is to make it a pedestrian and cycle access only, with removable bollards installed to control vehicular access which we envisage will be needed on a very limited basis, e.g. for access to the substation, garbage collection and services vehicle such as the substation and building maintenance vehicle

This new laneway will be fully accessible to the public 24 hours a day. Our security guards and/or mobile patrol will maintain oversight after hours to ensure that there is no antisocial behaviour, loitering, littering or graffiti. The scope of the security guards will include regular patrols where they are made to patrol a pre-designated route to ensure that all areas identified as a risk to our facility and the community are patrolled. There will be digital touch points along these routes to ensure that the security guards do these patrols as designated. In addition, security guards will be provided by reputable security agencies who have a larger centralized team and will be able to respond to any emergencies swiftly. These agencies will also have a robust Standard Operating Procedures which guides their terms of engagement when they encounter events, individuals or groups which are recognized as a security risk.

2.7 Retail Tenancies

There will be one retail tenancy which will be facing Gibbons Street. The tenant is not sought yet but it can be either of a food & beverage nature e.g. café, or of a service nature e.g. Asian grocery supermarket. Operating hours are not fixed at the moment, but will not operate beyond 10pm. As it is facing a busy road, the retail tenancy is unlikely to contribute significantly to any noise or social disturbances to the surrounding areas, also noting that retail facing Gibbons Street is not uncommon.

3. Staffing

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, security guards and/or mobile patrols will be engaged to ensure resident safety. In addition, we have a group of RAs who 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 Gibbons PBSA is well serviced by a dedicated team of full time property management staffs to meet the demands and expectations of our residents.

In addition to the General Manager or Property Manager, we expect to have:

- A Residential Life Manager to organise, coordinate and manage student activities and programmes
- A Customer Service Manager to look after all reservation and front desk matters,
- 2 Customer Service Coordinators who will support the Manager,
- A Building Maintenance Manager to look after the maintenance of the facility,
- 1 Maintenance Technician to assist Maintenance Manager in attending to any facilities malfunction, repair or servicing matters.
- A Group of RAs elected to take care of other residents in the building and support after office hours operations.

4. Resident Handbook

4.1 Contents of the Handbook

The handbook is a very comprehensive guidebook for all residents which is designed to ensure that everybody understands the building, knows 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 are designed for the resident's comfort, safety and security. The contents will minimally cover topics such as:

- Property contact details and opening hours,
- Mail and Parcel instructions,
- Building Amenities description,
- House Rules,
- Arrival Guidelines,
- 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

There is a long list of house rules which will cover rules and expectations in regards to:

- Common Areas and Shared Facilities,
- Maintenance regimes,
- Resident Behaviour,
- Bike Parking,
- Alcohol,
- Drugs and illegal substances,
- Gambling,
- Smoking,
- Noise,
- Pets,
- Visitors and Overnight guests,
- Harassment,
- Security,
- Social Media,
- Complaints & Disputes,
- Requests by Staff,
- Abiding by House Rules.

The below list out some relevant house rules in relation to this OMP:

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

Gibbons 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 New South Wales there are strict laws about how close to buildings you can smoke so make sure you are familiar with these laws.

Alcohol

Gibbons PBSA promotes the responsible consumption of alcohol for residents over the age of 18. Gibbons 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 Gibbons 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.

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 misbehaviour. The full consequences will apply for misbehaviour 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. Gibbons 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 neighbouring residences

Noise from music that can be heard in any habitable rooms of a neighbouring residence must cease between the following periods:

- 10pm to 8am Sunday to Thursday and
- 12 midnight to 8am on Friday, Saturdays and any day immediately before a public holiday.

The following requirements are included in the building's house rules issued to tenants and visitors to the building.

- Student should close their windows when playing loud music.
- Any outdoor gatherings, with or without music at external common areas, terraces or balconies on levels 2 to 4 including the public domain on ground level are to strictly adhere to restricted timings as stipulated above.

Identification

Identification should be carried at all times as it allows management and security to determine if a person is a resident at Gibbons 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 Gibbons 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 Gibbons 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 behaviour 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 Gibbons 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 Gibbons 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 Gibbons 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 Gibbons 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 this 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 Gibbons PBSA will be highly desired as *there is always someone available to help*. We encourage all residents to seek help whenever they need from us 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 Gibbons PBSA staff are always there to help.

4.6 Residents Community Program

The staff of Gibbons PBSA run an active Residents Community Program which focuses on 4 pillars of a student's experience in Australia, namely Educate, Social, 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 organise meals outdoor and social events like movie nights to foster friendship within the community,
- Health & Wellbeing – We organise cooking classes, for example, tying up with Asian Grocery Supermarket and teach students how to prepare simple meals with basic ingredients and within 10 minutes,
- Sports – We organise a Saturday morning badminton event at another location

4.7 Implementation of Green Travel Plan

To achieve the objectives of the GTP, Gibbons PBSA will put in place measures to influence the travel patterns to/from the site, with a view to discourage car usage from Day one. Framework action table includes:

- Provide nil car parking
- Provide secure bicycle parking and a bicycle repair workshop
- 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
- Provide discounted GoGet memberships for students and provide information of existing car share facilities in the area as part of the welcome pack for all students
- 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.

Gibbons PBSA will provide separate garbage and mixed recycling chutes where students can conveniently dispose of their bagged 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 basement level and will include bin facilities for disposal of both general waste as well as recyclables and there will be cardboard bins provided for disposal of larger cardboard materials.

Cleaning staff will be responsible for monitoring the chute room and ensuring that bins do not overflow and replacing full bins with empty ones as required. Twice weekly, as close as possible to the collection time, the full bins will be transported to ground level via a dedicated platform hoist, and the bins wheeled out to the designated collection point. All bins to be kept closed to prevent entry of vermin, insects, wild dogs etc as a pest control measure.

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 neighbour's activities or obstruct any public road. 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

Gibbons 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 generally 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, sanitisation 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, but it includes the areas identified above. 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, access into the facility is only available through the ground floor foyer of Gibbons PBSA which is located along Margaret Street. This access will be electronically coded, and therefore only residents and staff issued with controlled key cards will be able to access.

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 11th 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.

Lastly, as our property staffs not working on 24 hour shifts, we will have security guards stationed on the property, or engage mobile patrols to visit the property at fixed intervals, or employ both strategies where we deem fit. Over time, we will establish relationships with our neighbours to ensure that everyone is informed of our security plans and how we can operate securely as a wider community.