

Appendix E

Operational and Security Plan of Management

Operational & Security Plan of Management

157-163 Cleveland Street, Redfern



urbanest’s objective is the specialist provision of highly serviced quality rented accommodation, with a hospitality ethos, in prime locations serving a young population. urbanest has been established since 2008 and has growth plans to become the largest independent owner and operator of student accommodation in Australia.

157 Cleveland Street will represent urbanest’s fourth operational student accommodation development with the other facilities located in Southbank in Brisbane, North Terrace in Adelaide, Quay Street Haymarket in Sydney.

urbanest will provide a safe and secure environment for the younger first year University students who’s first time away from home in a new city, to the more mature aged student. The accommodation is based on a self care model, where a student rents a single occupant room or a share room and shares communal kitchen lounge room with the other residents. The proposed scheme offers 3 different core product types for the 465 students residing within the building including apartments, studios and twin share accommodation. Variations exist within each core product type to provide the students with a variety of product type and corresponding price points.

The student completes an occupancy agreement that allows them to tenure the individual room on the basis they comply with the residential act and the House Rules. Upon arrival the students will receive a copy the House Rules and an induction into the building that incorporates health and safety procedures, waste removal procedures, communal living procedures (as contained in the House Rules). This management plan will be prominently displayed in the reception of the student accommodation building.

Building & Locality Details

The site is bordered by Cleveland, Abercrombie, Hudson and Hart Streets in Redfern. The proposed development incorporates the construction of a 5 storey comprising the following uses –

- Ground Floor - Reception and foyer, administrative functions, student recreation/social spaces, bike store, garbage store, laundry, external courtyard, services and some student accommodation
- First Floor and above - Student accommodation

The building will provide for bicycle parking and the use of public transport will be actively promoted by the onsite management team through the use of a comprehensive advisory service and information boards. There will be no provision for onsite car parking.

Public transport is immediately proximate to the site with bus stops on Cleveland Street and both Redfern and Central Railway Stations within an easy 5 min walk. Kerbed footpaths along all four street frontages provide good pedestrian access to the site including wheelchair access. The premises when fully occupied will have a total of 465 students plus management staff.

The building will have coverage 7 days a week by trained urbanest staff providing for management functions and servicing the student population of the development. All management staff will be trained in emergency procedures and will bring experience from the operational management of urbanest’s other sites.

The development will have an external courtyard accessible only to student residents and will be appropriately landscaped to provide seating, hard and soft landscaping, passive and active uses and BBQ facilities.

Ground Floor Facilities include –

- Wifi internet access
- Pool Table / Ping Pong Table
- Entertainment space (movies)
- Two external courtyard interlinked by an undercroft area
- Study Areas
- Vending machines
- Laundry
- Bike Store
- Communal Kitchen
- Bin Store

Waste storage facilities have been located on the ground floor central to all customers with external access for removal provided from the Hudson Street frontage. Recycling will also be provided as part of the Waste Management Plan.

The bedrooms will be naturally ventilated with the provision of operable windows and ventilation grills above and below doors to facilitate natural ventilation. Air conditioning is also to be provided upon the condition on reasonable use with management able to monitor the use of such mechanical ventilation and intervene in circumstances where use is deemed to be excessive. The building will be secured by way of a proximity card and CCTV system.

Product Type and Mix

The proposed scheme offers 3 core product types with variations therein including apartment, studio and twin share accommodation.

- The apartments consist of four individual bedrooms featuring a king single bed, wardrobe, storage and study desk sharing a common fully equipped kitchen and lounge room. This configuration is varied to allow for apartments that contain ensuite accommodation and apartments that share two bathrooms between 4 occupants.
- Studios consist of a double bed, wardrobe, storage, study desk and ensuite bathroom facilities. Each studio is equipped with a kitchenette featuring microwave/oven combination, stove with rangehood and full size fridge.
- The twin share rooms comprise 2 single beds, bathroom shared internally, study desk for each occupant and a kitchenette.

Each bedroom consists of a bed with under-bed storage, bedside cabinet, built-in desk with drawers and shelf space, a wardrobe, notice board and carpet or wood flooring, fire detection system and sprinklers and a high speed internet connection.

Each ensuite bathroom/share bathroom will consist of an enclosed shower unit, basin, toilet, storage space and shelving.

Each shared kitchen/lounge consists of a floor and wall storage unit per occupant, built-in oven, grill and hob, extractor fan, fridge/freezer, sink, microwave, workspace, sofas, television table and coffee table. Ancillary equipment such as irons, ironing boards, vacuum cleaners are also provided.

Each apartment has an entry phone, communal hot water supply; card operated security key system and all communal living space within the accommodation is provided with air conditioning.

Operational Management

urbanest has a unique business model, insulated from property industry cycles, with progress not dependent upon pre-selling or pre-leasing, and excellent support from local authorities in its role of relieving housing shortages, encouraging use of public transport and contributing to urban regeneration. Unlike other providers of student accommodation, urbanest is a developer/owner/operator who does not dispose of any part of its assets. This allows for a single point of contact within the community an organisation with a vested interest in creating and maintaining mutually beneficial long term relationships with all stakeholders.

urbanest has extensive experience in the construction and operation of student accommodation buildings both within Australia and the United Kingdom. The Cleveland Street project builds upon this experience of designing, developing and managing student communities to provide a high level of customer experience and satisfaction.

This section explains and outlines the operational aspects that are required and will be implemented at the site to ensure the smooth operation of the building.

urbanest's approach is simple: satisfied and well trained team members who are enthusiastic about their work provide excellent customer service. Customer satisfaction will be formally measured by means of an annual confidential survey.

urbanest is a values based organisation and all recruitment begins with formal job descriptions and person requirements, supported by a values based selection process which ensures that in addition to the required technical skills and experience, all team members share the same work philosophies and ethics.

Once appointed, formal development programmes ensure personal and career development which are reviewed bi-annually. Reward and recognition also plays an important part in employee retention and development with regular awards and peer recognition.

Reception Operations and Staffing Levels

The building will be staffed appropriately to meet customer needs and ensure customers' safety and well being. Typically, the staffing profile will be comparable to that of a hotel operation and in excess of alternate student accommodation facilities.

On site management is also be responsible for access control, resident communications, service recovery including complaint handling, defect monitoring, rectification processes, incident investigation and arbitration of disputes.

House Rules

The resident will be provided with a copy of the House Rules upon arrival to the building. The House Rules aim to assist residents with the building operations. The House Rules will also incorporate health and safety procedures for the building along with information on how to contact emergency services (Fire and Ambulance) and the relevant contacts with emergency service authorities. A copy of the House Rules is attached to this plan.

Safety and other statutory inspections will be carried out regularly by the management team, the results of which are to be used as a key performance management tool and financial reward mechanism.

Marketing and Lettings Management

Onsite reception will coordinate the following services for the residents –

- Accommodation viewings
- Enquiry handling (face to face, telephone, web based)
- Deposit and bond collection and administration
- Rooming Agreement production and administration
- Invoicing and rent collection.
- Room and share apartment inspections.
- Check –ins/outs

The sales team is coordinated from urbanest's Sydney head office to undertake the following services for the facility –

- Development of marketing and letting campaigns
- Production and distribution of marketing materials
- Back of office accounting support for onsite staff

Management will review each application, as part the Application Review Process with the tenant responsible for providing the following –

- Confirmation of enrolment in the relevant tertiary institution
- Fill out an application form
- Provide a bond
- Provide emergency contact details

Management will undertake periodic inspections as allowed under the Rooming Agreement in order to prevent more than the required number of occupants living within a room. Should another occupant be found sharing the same room the resident will be breach of their Rooming Agreement and Management will reserve their rights to terminate the Agreement.

Average Period of Stay – 26 weeks to 52 Weeks

Security & Safety

Management will conduct an induction with each resident to welcome them and familiarise them with the building, once they sign their lease the student will also be handed a copy of the House rules. This induction will provide a tour of the building, amenity contained within the premises, surrounding amenity, garbage facilities and provide the simple do's and don'ts for the student resident (as spelt out in the House Rules).

The induction will also include health and safety procedures for the building. Students will be issued with information on how to contact emergency services (Fire and Ambulance) and the respective relationship contacts at the Local Area Command.

Particular importance is attached to providing a safe and secure environment for the residents.

A copy of the fire safety statement and current fire safety schedule for the premises will be prominently displayed in the reception area, a floor plan showing emergency exits must will be fixed the inside of each single occupant room.

Student Welfare

Information boards to be located within the social areas will serve as a communication point for advising the resident population of community issues and events, student welfare services and upcoming resident social calendar events. Translated documents and multi-lingual urbanest team members will ensure that the information contained therein is made available to all ethnic groups.

Maintenance

A reactive and planned maintenance strategy for the building will be put in place once the building opens to ensure the longevity of the asset.

Any additional emergency maintenance will be provided by partner contractors to an agreed response time depending on the nature of the incident such as a threat to health, safety and security.

Cleaning of lobbies and communal entrances will take place on a daily basis. Management will ensure that the premises are kept clean and tidy and that external windows are cleaned bi annually.

Waste Management

Provision is made for our customers to recycle waste with separation both each apartment and the bin store located on the ground floor.

Students will be required to undertake their own waste management of their individual rooms and associated communal kitchen. Students will be required to take their rubbish and place in the bin store centrally located on the ground floor. The collection of refuse will then be coordinated by a private contractor who will park the refuse collection vehicle on Hudson Street and manually remove the bins for collection of refuse and recycling materials on a daily basis or as required.

Customer Relations

A crucial element of the student hospitality experience is the building of a strong residential community which has pride in its residential facilities, which provides informal (and peer-regulated) control of the living environment, and which provides regular feedback to management on the level and quality of service, continuously suggesting service and facilities improvement.

urbanest on-site management team is the first line of response to any pastoral and welfare issues as well as devising social programmes which cater to the needs of the diverse residential community using on and off campus facilities including any group activity such as sports leagues, visiting tourist attractions, entertainment venues, book readings, drama groups and “swap shops” for academic books.

urbanest also actively promotes and encourages environmental sustainability through the establishment and facilitation of sustainability committees whereby students are engaged to alter their habits to increase environmental sustainability awareness and impacts.

Complaint Handling

1) Resident Complaints –(Student)

Safety and security measures for residents handling complaints will also be adopted by management staff so to effectively manage any potential situations that may arise between occupants (these will be further detailed in the policies and procedures policies).

Typically the evening Customer Support Assistant is also recruited from the residential community and serves not only an administrative role but also builds a personal relationship with residents, encourages rebooking, get feedback on social events that would be popular, and understands (from a student perspective) the opportunities for service and product improvements.

2) Public Complaints – (Neighbourhood)

All public complaints will be dealt with by management team on site and treated seriously. The complaints will be handled via the building manager and the individual(s) will be issued with written warnings so to effectively manage any potential situations.

Customer Satisfaction

A customer satisfaction survey will be carried out to establish how well expectations have been met with regard to service and product satisfaction annually.

As part of the ongoing customer relations urbanest's operation's management team will provide daily and weekly activities for the participation of the occupants (if willing) to be held within the ground floor communal areas of the building, these activities will include/extend to occupants with disabilities.

House Rules